

(b) (5)

Thank you!

(b)(6);(b)(7)(C)

Congressional Affairs, CBP

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 12:05 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

<(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: FW: House & Senate Appropriations Get Backs

Did you get this task?

Our answer is as follow:

(b) (5)

Thanks,

(b)(6);(b)(7)(C) P.E.

PMO Deputy Director

Border Patrol & Air Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering (FM&E)

Office of Enterprise Services

U.S. Customs and Border Protection

24000 Avila Road
Suite 5200
Laguna Niguel, CA

(b)(6);(b)(7)(C) Office

(b)(6);(b)(7)(C) Cell

(b)(6);(b)(7)(C)

(This message is for the designated recipient only and may contain privileged, proprietary, or otherwise private information. If you have received it in error, please notify the sender immediately and delete the original. Any other use of the email by you is prohibited.)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 11:23 AM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

< (b)(6);(b)(7)(C) ; (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Subject: RE: House & Senate Appropriations Get Backs

From Office of the Chief.

(b) (5)

Thanks.

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 3:10:47 PM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C)

Subject: FW: House & Senate Appropriations Get Backs

Good morning,

Since (b)(6);(b)(7)(C) is out today, (b) (5) .
Thank you

(b)(6);

(b)(6);(b)(7)(C)

Operations Officer

Adjutant to Executive Director C. Scott Hoover

Mission Readiness Operations Directorate

U.S. Border Patrol

c. (b)(6);(b)(7)(C)

o. (b)(6);(b)(7)(C)

From: BPTasking

Sent: Friday, June 02, 2017 6:43 AM

To: (b)(6);(b)(7)(C) >; HUDSON, RICHARD M
<(b) (6) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Subject: FW: House & Senate Appropriations Get Backs

MROD –

One more highlighted below:

- (b) (5)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Assistant Chief

Office of the Chief

U.S. Border Patrol Headquarters

Washington, DC 20229

Desk: (b)(6);(b)(7)(C)

Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 7:22 PM

To: (b)(6);(b)(7)(C) OFAM-TASKINGS
<(b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

; Enterprise Services Exec Sec

<(b) (7)(E) (b)(6);(b)(7)(C)

< [REDACTED] (b)(6);(b)(7)(C)

Subject: RE: House & Senate Appropriations Get Backs

OFAM,

The following additional get backs were just received from the Senate. Please add these to the list provided below under the same response timeline.

(b) (5)

FY18 Proposed Barrier

San Diego Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- Proposed Secondary Barrier
- USBP Station Zones

**If sheet measures less than 11x17" it is a reduced print
Reduce scale accordingly*

1 in = 0.5 mi

1:31,680

(b) (7)(E)

Michael Baker
INTERNATIONAL

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FY18 Proposed Barrier

San Diego Zon (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- Proposed Secondary Barrier
- USBP Station Zones

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1:31,680

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FY18 Proposed Barrier

San Diego Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- Proposed Secondary Barrier
- USBP Station Zones

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(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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1 in = 0.5 mi

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(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone ^{(b) (7)(E)}

(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System
(b) (5), (b) (7)(E)
USBP Station Zones

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(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone ^{(b) (7)}

(b) (5), (b) (7)(E)

LEGEND

Proposed Border Wall System

(b) (5), (b) (7)(E)



USBP Station Zones

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(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone (b) (7)

(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone ^{(b) (7)(E)}

(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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FY18 Proposed Barrier

Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- ⊕ USBP Station Zones

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1:31,680

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FY18 Proposed Barrier

Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- ||||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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1 in = 0.5 mi

1:31,680

(b) (7)(E)

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FY18 Proposed Barrier

Rio Grande Valley Zone (b) (7)(E)

(b) (5), (b) (7)(E)

LEGEND

- |||| IBWC Levees
- Proposed Levee Wall System
- Existing Levee Wall
- ⊕ USBP Station Zones

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Reduce scale accordingly*

1 in = 0.5 mi

1:31,680

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From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs
Date: Friday, June 02, 2017 2:49:03 PM
Attachments: [image001.png](#)

Roger that. I conferred with (b)(6);(b)(7)(C) on number 6.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, June 02, 2017 2:39 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs

Thank you – adding (b)(6);(b)(7)(C) too for awareness.

(b)(6);(b)(7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, June 02, 2017 2:38 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
(b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs

Working with (b)(6);(b)(7)(C) to provide answer to number 3. Should be an easy answer.

Regards,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) (w)
(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 10:58 AM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C)

Subject: FW: Due Monday 10 am: House & Senate Appropriations Get Backs

FYSA

Please provide answer to what apply to you.

Thanks

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 10:50:44 AM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

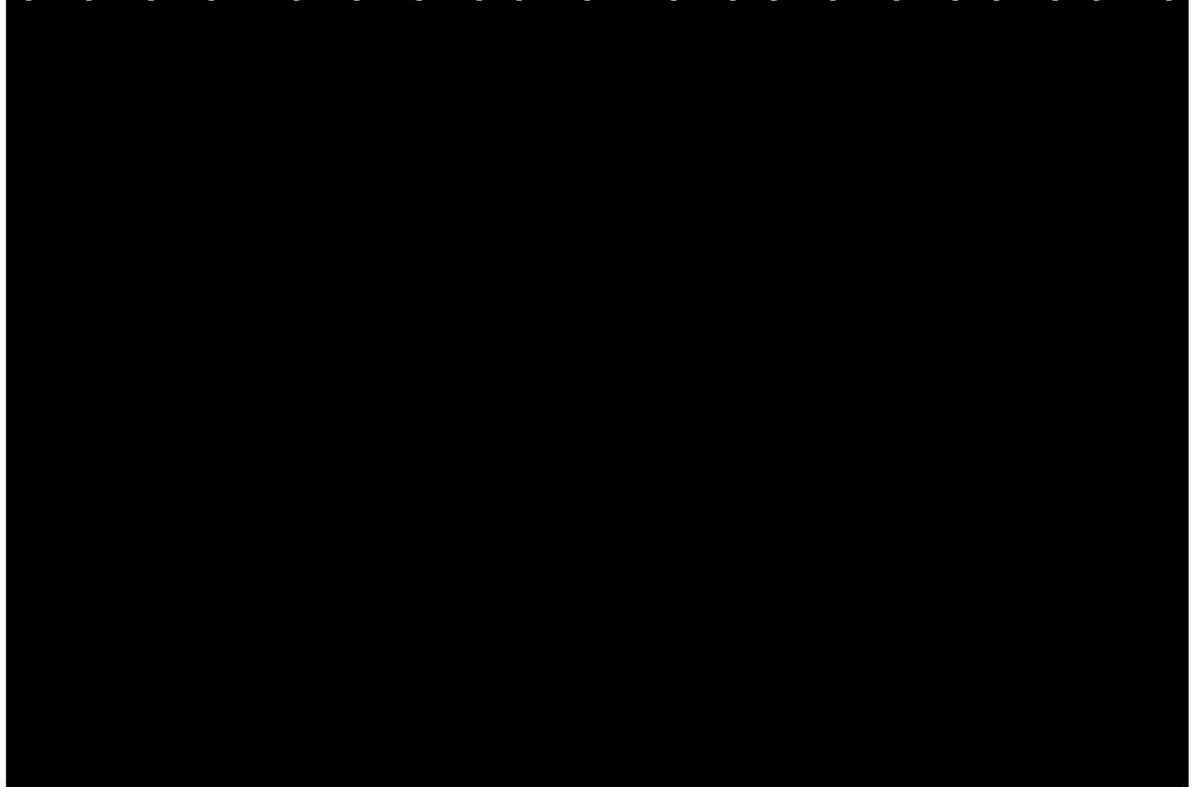
(CTR)

Subject: Due Monday 10 am: House & Senate Appropriations Get Backs

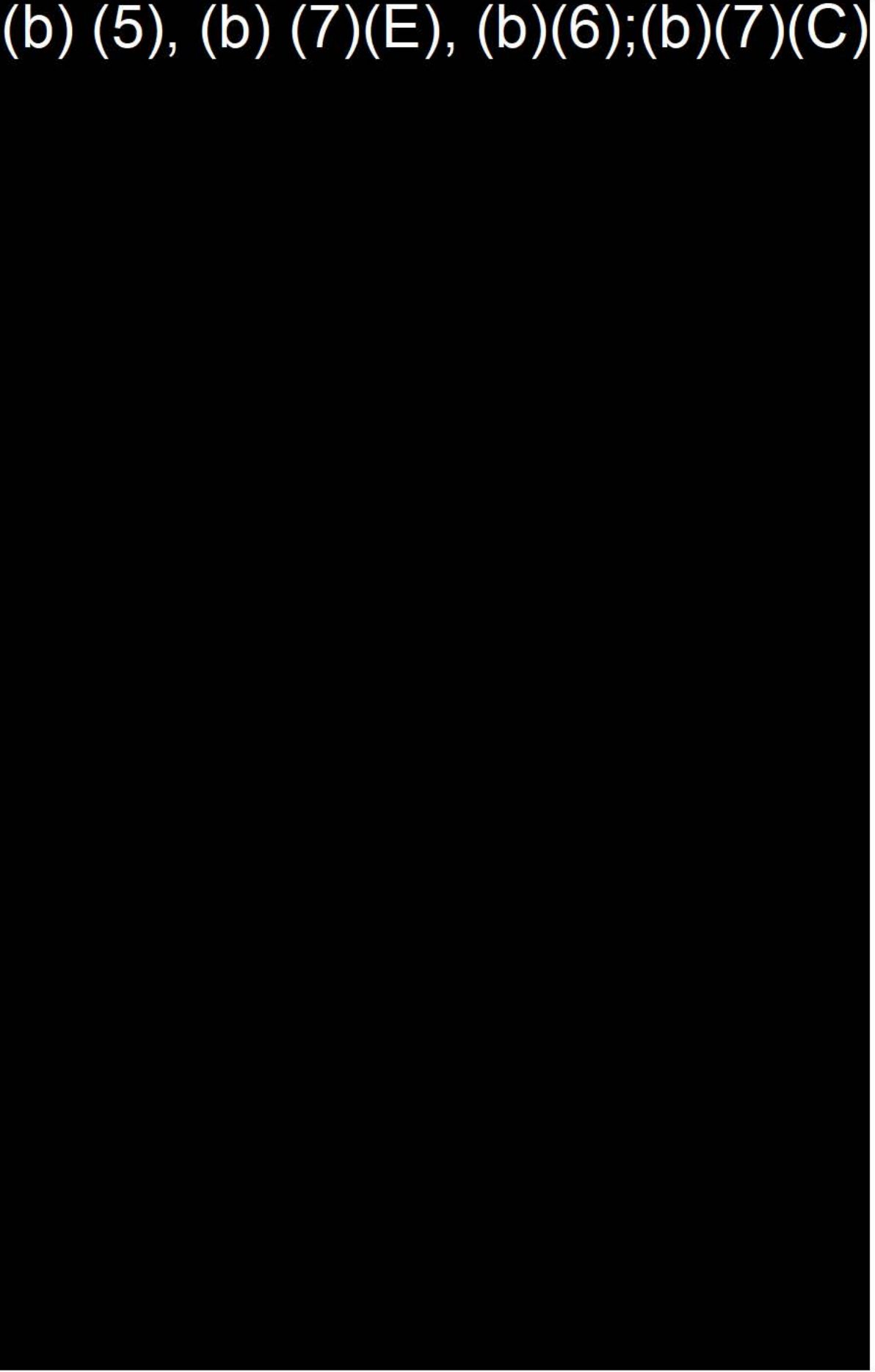
Hi team – More getbacks. Due back 10 am on Monday – we will do our best here, but I already gave them a heads up that this is aggressive to say the least. See below – my comments are in yellow.

Please send your input back to (b)(6);(b)(7)(C) by **10 am Monday**.

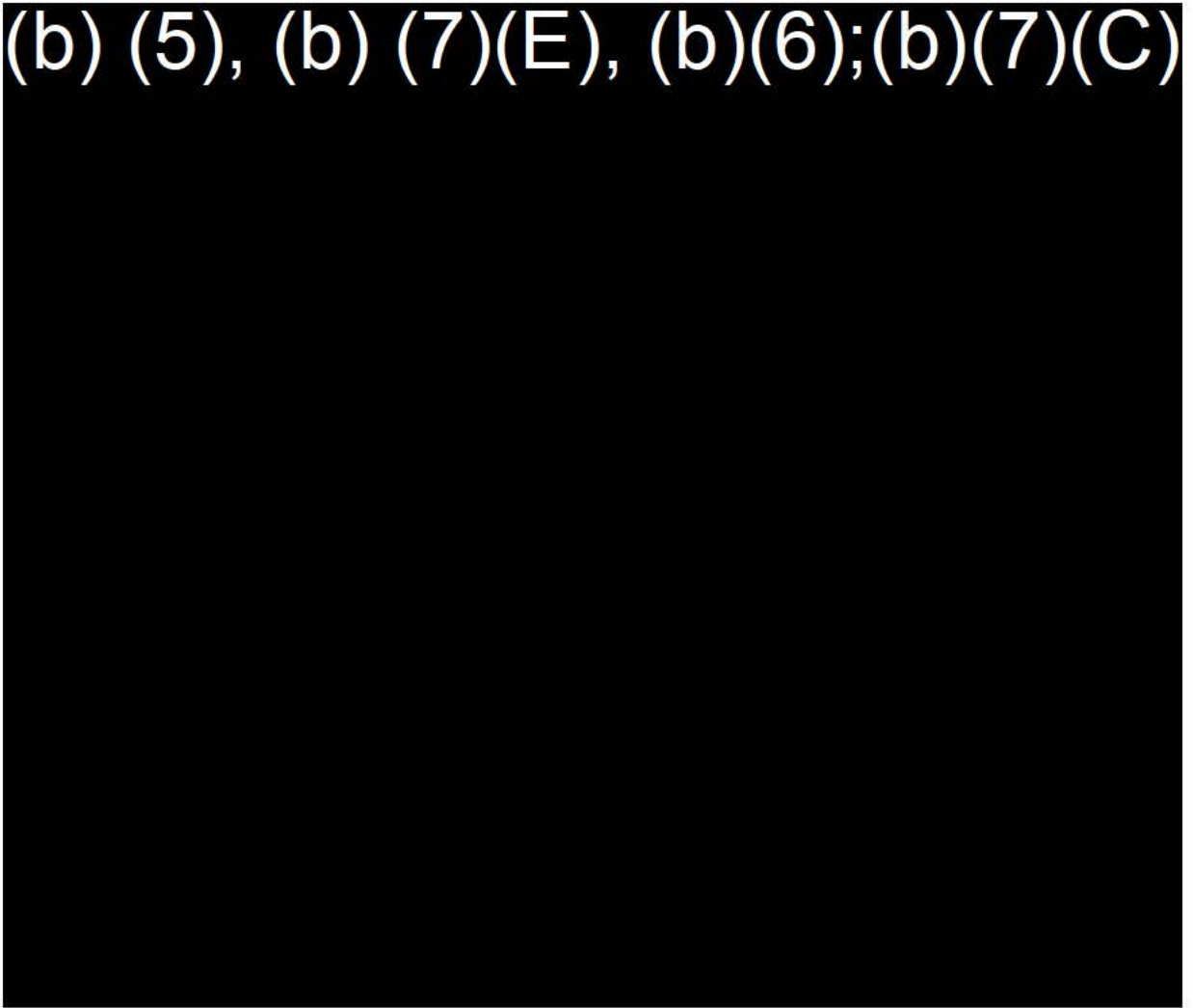
(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)



(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)



(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)



(b)(6);(b)(7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 1:22 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Subject: RE: House & Senate Appropriations Get Backs

Good afternoon,

Apologies for the delayed response. We did get an official tasker for this, and it has been entered into our system. BPAM has actually been flagged for multiple responses (see below). I will be sure

that the response (b)(6);(b)(7)(C) provided for #7 is included in the final submission. I included the relevant email traffic from our tasker this morning, below.

Please let us know if you have any further questions.

Very best,

(b)(6);(b)(7)(C)

Kearns & West

Executive Support - Facilities Management & Engineering (FM&E)

DHS | CBP | Office of Facilities and Asset Management (OFAM)

Cell: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 11:01 AM

To: OFAM-TASKINGS <(b) (7)(E)>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

<(b)(6);(b)(7)(C)>; FMEEEXCSUPPORT <(b) (7)(E)>

FOFPMOTASKS <(b) (7)(E)>; (b)(6);(b)(7)(C)

<(b)(6);(b)(7)(C)>; OFAM Business Operations Executive Support

<(b) (7)(E)> <(b)(6);(b)(7)(C)>

Subject: FW: House & Senate Appropriations Get Backs

Please assign to FM&E/BPAM (#1, #3, #4, #5, #6, #7), FM&E/FOF (#8) and BizOps (#2). The deadline to accommodate internal OFAM review is COB on June 5.

Thanks,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 01, 2017 7:24 PM

To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS

<(b) (7)(E)>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

<(b)(6);(b)(7)(C)>; Enterprise Services Exec Sec

<(b) (7)(E)> <(b)(6);(b)(7)(C)>

<(b)(6);(b)(7)(C)>; OTDTASKING <(b) (7)(E)> BPTasking

<(b) (7)(E)> OFOTASKINGS <(b) (7)(E)>

Subject: RE: House & Senate Appropriations Get Backs

Apologies - Adding supporting offices for these tasks.

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 7:22 PM

To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS

< (b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; Enterprise Services Exec Sec

< (b) (7)(E) (b)(6);(b)(7)(C)

>

Subject: RE: House & Senate Appropriations Get Backs

OFAM,

The following additional get backs were just received from the Senate. Please add these to the list provided below under the same response timeline.

(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 5:08 PM

To: OFAM-TASKINGS < (b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; Enterprise Services Exec Sec

< (b) (7)(E) (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) >

Subject: House & Senate Appropriations Get Backs

Good Afternoon,

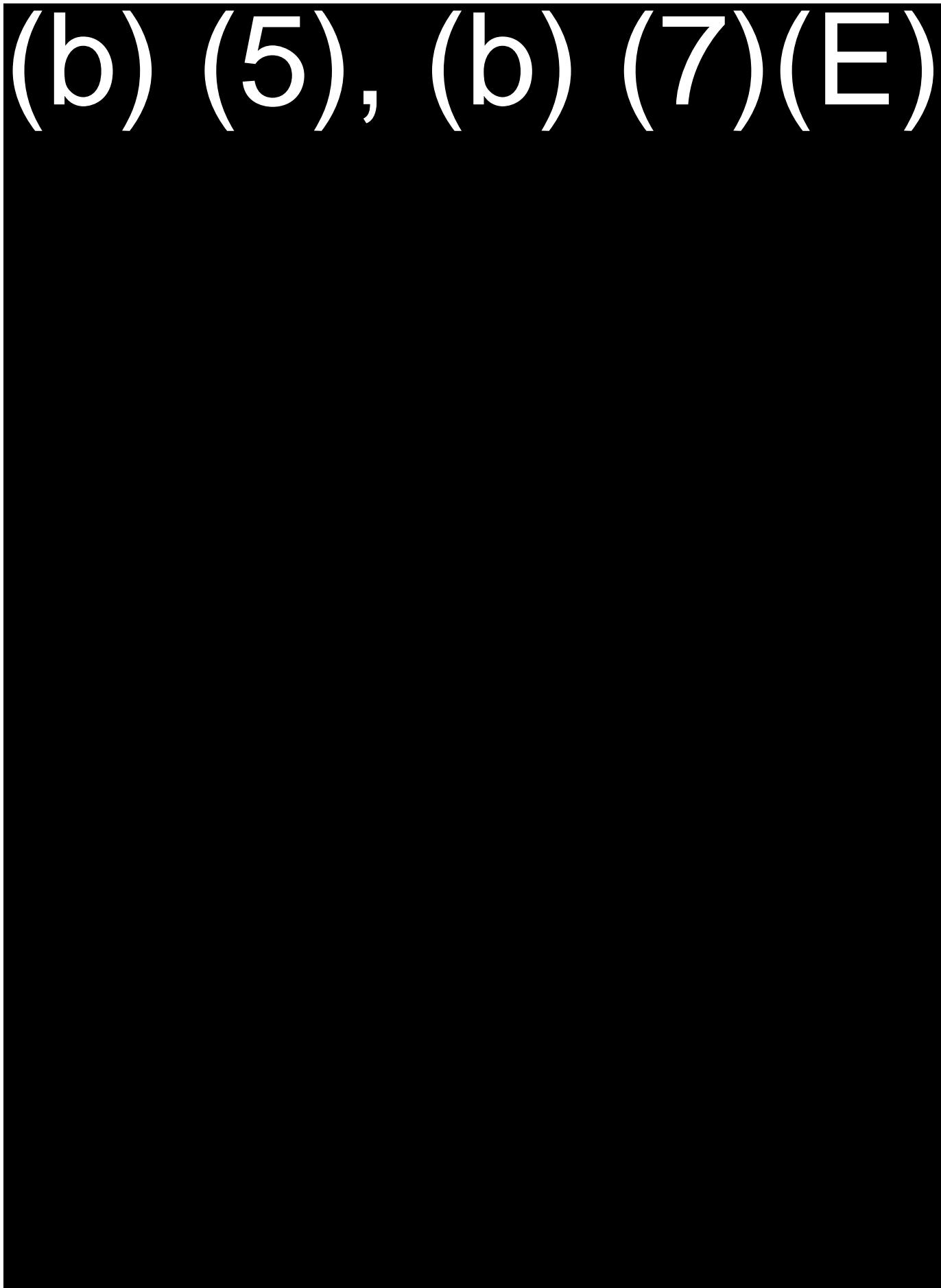
CBP recently held FY 2018 Budget Briefings with House and Senate Appropriations staff, which resulted in a number of get backs. Below please find the get backs assigned to your

program office as lead. Supporting offices are cc'ed on this email and should contribute to content development/clearance before sent to OCA. All clearances require approval at AC level or above.

(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (5)

Thank you!

(b)(6);(b)(7)(C)

Congressional Affairs, CBP

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 12:05 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >

Subject: FW: House & Senate Appropriations Get Backs

Did you get this task?

Our answer is as follow:

(b) (5), (b) (7)(E)

Thanks,

(b)(6);(b)(7)(C) P.E.

PMO Deputy Director

Border Patrol & Air Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering (FM&E)

Office of Enterprise Services

U.S. Customs and Border Protection

24000 Avila Road

Suite 5200

Laguna Niguel, CA

(b)(6);(b)(7)(C) Office

(b)(6);(b)(7)(C) Cell

(b)(6);(b)(7)(C)

(This message is for the designated recipient only and may contain privileged, proprietary, or otherwise private information. If you have received it in error, please notify the sender immediately and delete the original. Any other use of the email by you is prohibited.)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 11:23 AM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >

Subject: RE: House & Senate Appropriations Get Backs

From Office of the Chief.

(b) (5)

Thanks.

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 3:10:47 PM

To: (b)(6);(b)(7)(C) ; (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) ; (b)(6);(b)(7)(C)

Subject: FW: House & Senate Appropriations Get Backs

Good morning,

Since (b)(6);(b)(7)(C) is out today, (b) (5)

Thank you

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Operations Officer

Adjutant to Executive Director C. Scott Hoover

Mission Readiness Operations Directorate

U.S. Border Patrol

c. (b)(6);(b)(7)(C)

o. (b)(6);(b)(7)(C)

From: BPTasking

Sent: Friday, June 02, 2017 6:43 AM

To: (b)(6);(b)(7)(C) >; HUDSON, RICHARD M

<(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >

Subject: FW: House & Senate Appropriations Get Backs

MROD –

One more highlighted below:

- (b)(5)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Assistant Chief

Office of the Chief

U.S. Border Patrol Headquarters

Washington, DC 20229

Desk: (b)(6);(b)(7)(C)

Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 7:22 PM

To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS

<(b)(7)(E)>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

<(b)(7)(E)>; Enterprise Services Exec Sec

<(b)(7)(E)>; (b)(6);(b)(7)(C)

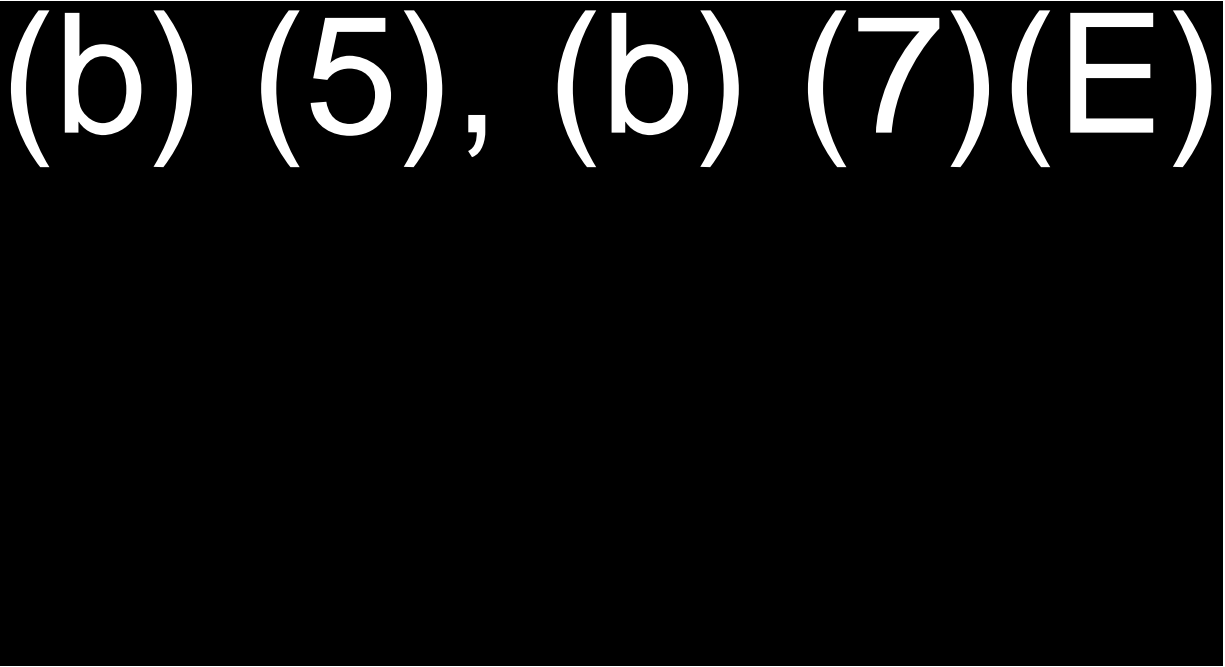
<(b)(7)(E)>

Subject: RE: House & Senate Appropriations Get Backs

OFAM,

The following additional get backs were just received from the Senate. Please add these to the list provided below under the same response timeline.

(b) (5), (b) (7)(E)



From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs
Date: Friday, June 02, 2017 2:48:50 PM
Attachments: [image001.png](#)

Thanks, (b)(6);(b)(7)(C). (b) (5)

[REDACTED]

[REDACTED]

Regards,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) (w)
(b)(6);(b)(7)(C)(m)

(b)(6);(b)(7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b)(6);(b)(7)(C)
Sent: Friday, June 02, 2017 11:41 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs

(b)(6);(b)(7)(C) had pulled this blurb out of somewhere if that helps:

(b) (5)

From: (b)(6);(b)(7)(C)
Sent: Friday, June 2, 2017 2:39 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) >
Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs

Thank you – adding (b)(6);(b)(7)(C) too for awareness.

(b)(6);(b)(7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering

Office of Facilities and Asset Management

Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 2:38 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >

Subject: RE: Due Monday 10 am: House & Senate Appropriations Get Backs

Working with (b)(6);(b)(7)(C) to provide answer to number 3. Should be an easy answer.

Regards,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) (w)

(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 10:58 AM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C)

Subject: FW: Due Monday 10 am: House & Senate Appropriations Get Backs

FYSA

Please provide answer to what apply to you.

Thanks

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 10:50:44 AM

To: (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C)

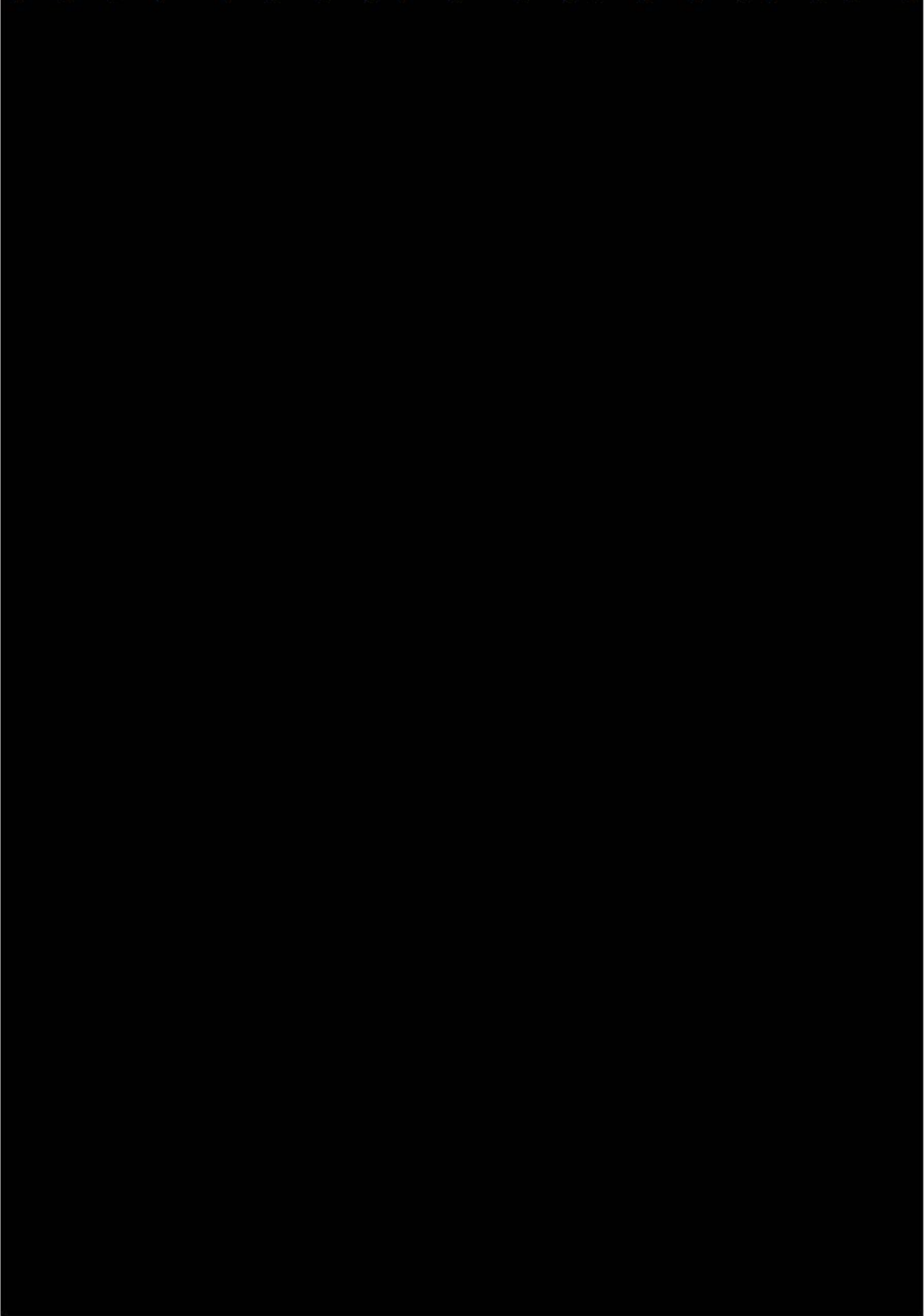
Cc: (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) (CTR)

Subject: Due Monday 10 am: House & Senate Appropriations Get Backs

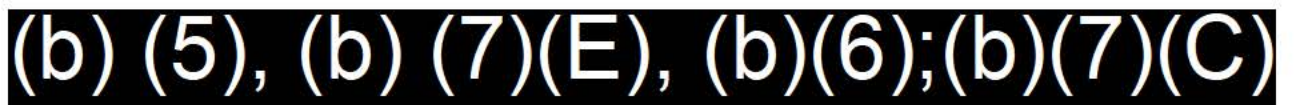
Hi team – More getbacks. Due back 10 am on Monday – we will do our best here, but I already gave them a heads up that this is aggressive to say the least. See below – my comments are in yellow.

Please send your input back to (b)(6);(b)(7)(C) by **10 am Monday**.

(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)



(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)



(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 02, 2017 1:22 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

>

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

> (b)(6);(b)(7)(C) >

Subject: RE: House & Senate Appropriations Get Backs

Good afternoon,

Apologies for the delayed response. We did get an official tasker for this, and it has been entered into our system. BPAM has actually been flagged for multiple responses (see below). I will be sure that the response (b)(6);(b)(7)(C) provided for #7 is included in the final submission. I included the relevant email traffic from our tasker this morning, below.

Please let us know if you have any further questions.

Very best,

(b)(6);(b)(7)(C)

Kearns & West

Executive Support - Facilities Management & Engineering (FM&E)
DHS | CBP | Office of Facilities and Asset Management (OFAM)
Cell: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 11:01 AM

To: OFAM-TASKINGS < (b) (7)(E) >

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

> FMEEXECSUPPORT < (b) (7)(E) >

FOFPMOTASKS (b) (7)(E) > (b)(6);(b)(7)(C)

> OFAM Business Operations Executive Support

< (b) (7)(E) > (b)(6);(b)(7)(C) >

Subject: FW: House & Senate Appropriations Get Backs

Please assign to FM&E/BPAM (#1, #3, #4, #5, #6, #7), FM&E/FOF (#8) and BizOps (#2). The deadline

to accommodate internal OFAM review is COB on June 5.

Thanks,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 01, 2017 7:24 PM

To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS

< (b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; Enterprise Services Exec Sec

< (b) (7)(E) (b)(6);(b)(7)(C)

>; OTDTASKING < (b) (7)(E) BPTasking

< (b) (7)(E) OFOTASKINGS < (b) (7)(E)

Subject: RE: House & Senate Appropriations Get Backs

Apologies - Adding supporting offices for these tasks.

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 7:22 PM

To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS

< (b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; Enterprise Services Exec Sec

< (b) (7)(E) (b)(6);(b)(7)(C)

>

Subject: RE: House & Senate Appropriations Get Backs

OFAM,

The following additional get backs were just received from the Senate. Please add these to the list provided below under the same response timeline.

(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 1, 2017 5:08 PM

To: OFAM-TASKINGS <(b) (7)(E)>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; Enterprise Services Exec Sec

<(b) (7)(E) (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) >

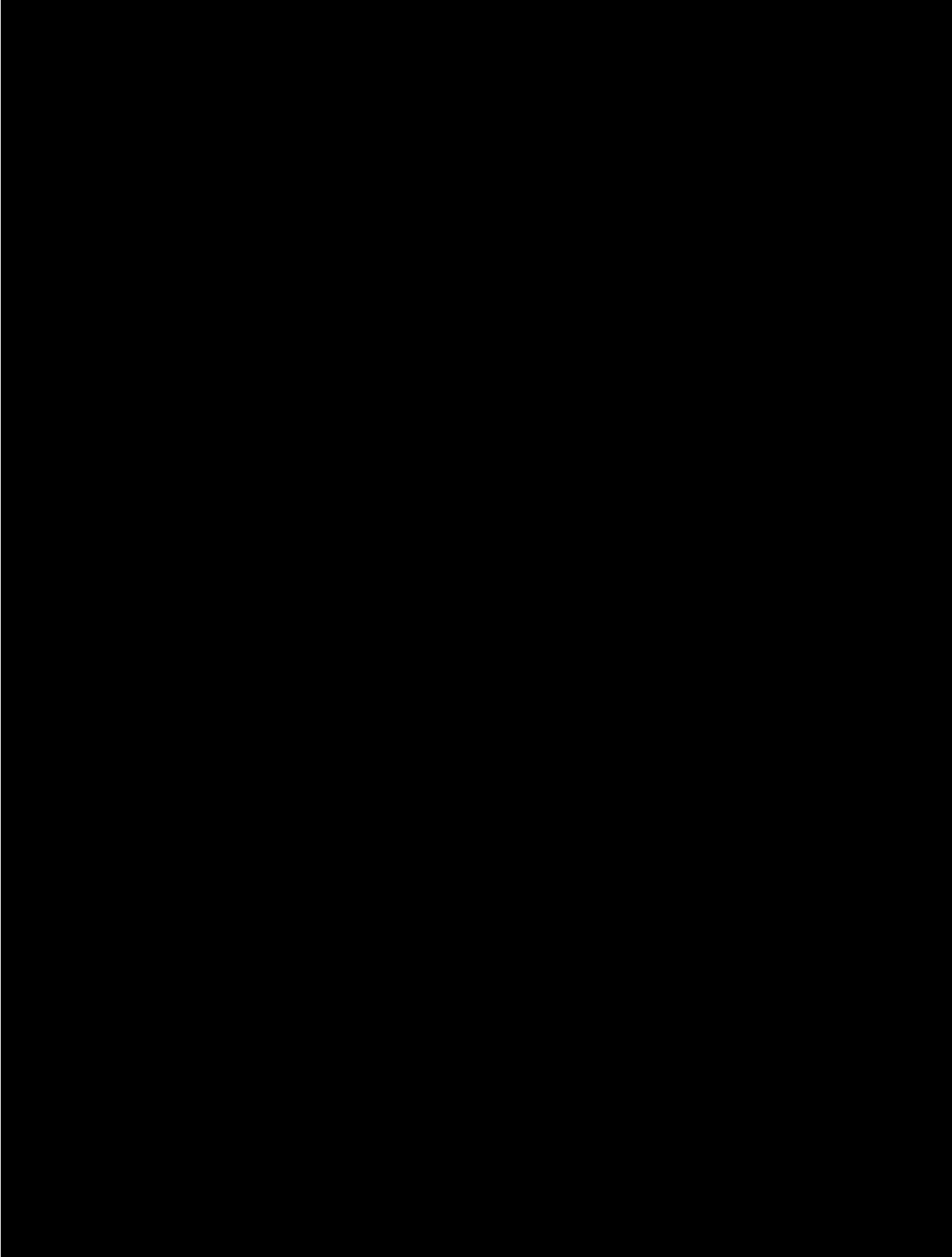
Subject: House & Senate Appropriations Get Backs

Good Afternoon,

CBP recently held FY 2018 Budget Briefings with House and Senate Appropriations staff, which resulted in a number of get backs. Below please find the get backs assigned to your program office as lead. Supporting offices are cc'ed on this email and should contribute to content development/clearance before sent to OCA. All clearances require approval at AC level or above.

(b) (5)

(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)

Thank you!

(b)(6);(b)(7)(C)

Congressional Affairs, CBP

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 12:05 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

Subject: FW: House & Senate Appropriations Get Backs

Did you get this task?

Our answer is as follow:

(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

Thanks,

(b)(6);(b)(7)(C) P.E.

PMO Deputy Director

Border Patrol & Air Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering (FM&E)

Office of Enterprise Services

U.S. Customs and Border Protection

24000 Avila Road

Suite 5200

Laguna Niguel, CA

(b)(6);(b)(7)(C) Office

(b)(6);(b)(7)(C) Cell

(b)(6);(b)(7)(C)

(This message is for the designated recipient only and may contain privileged, proprietary, or otherwise private information. If you have received it in error, please notify the sender immediately and delete the original. Any other use of the email by you is prohibited.)

From: (b)(6);(b)(7)(C)

Sent: Friday, June 2, 2017 11:23 AM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>

Subject: RE: House & Senate Appropriations Get Backs

From Office of the Chief.

(b) (5)

Thanks.

From: (b)(6);(b)(7)(C)
Sent: Friday, June 02, 2017 3:10:47 PM
To: (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C)
Subject: FW: House & Senate Appropriations Get Backs

Good morning,

Since (b)(6);(b)(7)(C) is out today (b) (5)
Thank you

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)
Operations Officer
Adjutant to Executive Director C. Scott Hoover
Mission Readiness Operations Directorate
U.S. Border Patrol
c. (b)(6);(b)(7)(C)
o. (b)(6);(b)(7)(C)

From: BPTasking
Sent: Friday, June 02, 2017 6:43 AM
To: (b)(6);(b)(7)(C) >; HUDSON, RICHARD M
<(b) (6) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)>
Subject: FW: House & Senate Appropriations Get Backs

MROD –

One more highlighted below:

- (b) (5)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)
Assistant Chief

Office of the Chief
U.S. Border Patrol Headquarters
Washington, DC 20229
Desk: (b)(6);(b)(7)(C)
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 1, 2017 7:22 PM
To: (b)(6);(b)(7)(C) >; OFAM-TASKINGS
<(b)(7)(E)>
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
<(b)(7)(E)>; Enterprise Services Exec Sec
<(b)(7)(E)> (b)(6);(b)(7)(C)
<(b)(7)(E)>
Subject: RE: House & Senate Appropriations Get Backs

OFAM,

The following additional get backs were just received from the Senate. Please add these to the list provided below under the same response timeline.

(b) (5), (b) (7)(E)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: East of (b)(7)(C)
Date: Friday, February 17, 2017 7:46:41 AM
Attachments: image001.png

(b)(6);(b)(7)(C) (b)(7)(E), (b)(5)

(b)(6);(b)(7)(C) (b)(5)

(b)(6);(b)(7)(C)
Business Operations
OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)
(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 6:09 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

Subject: RE: East of (b)(7)(C)

(b)(7)(E), (b)(5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 2:45 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

Subject: RE: East of (b)(7)(C)

(b)(5)

(b)(6);(b)(7)(C)
Business Operations
OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)
(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 5:23 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6) >

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

Subject: RE: East of (b)(7)(C)

(b)(5), (b)(7)(E)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 2:13 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6) >

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C)

Subject: RE: East of (b)(7)(C)

(b)(5), (b)(7)(E), (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)
Business Operations
OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)

(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 5:11 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b) (6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: RE: East of (b)(6)

(b) (5), (b) (7)(E), (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 1:11 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b) (6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: RE: East of (b)(6)

(b) (5)

(b)(6);(b)(7)(C)

Business Operations

OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)

(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 4:09 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b) (6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: RE: East of (b)(6)

Thanks for the clarification.

(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 12:55 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b) (6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: RE: East of (b)(6)

(b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

Business Operations

OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)

(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 3:23 PM

To: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)> (b) (6)

Cc: (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>

Subject: RE: East of (b)(6)

Thanks (b)(5);(b)(7)(C) This is helpful (b) (7)(E), (b) (5) ?

From: (b)(6);(b)(7)(C)

Sent: Thursday, February 16, 2017 12:18 PM

To: (b)(6) >; (b)(6);(b)(7)(C) < (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) < (b)(6);(b)(7)(C)

Subject: RE: East of (b)(7)(E)

(b) (6) - (b) (7)(E), (b) (5) 😊

(b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

Business Operations

OFAM / BPAM PMO

(b)(6);(b)(7)(C) (o)

(b)(6);(b)(7)(C) (m)

(b)(6);(b)(7)(C)

From: (b) (6) [mailto: (b) (6)]

Sent: Thursday, February 16, 2017 3:03 PM

To: (b)(6);(b)(7)(C) < (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) < (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C) < (b)(6);(b)(7)(C)

Subject: East of (b)(7)(E)

(b) (6)

Here is the area east of (b)(7)(E) with coordinates. (b) (7)(E)

Thanks,

(b) (6)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)
Subject: FW: Upcoming Budget and Confirmation Hearings
Date: Tuesday, May 02, 2017 12:54:49 PM
Attachments: [FY 2017 Border Wall Strategy Overview Issue Paper DRAFT.docx](#)
Importance: High

Hi (b)(6) –

Per (b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) direction and in (b)(6);(b)(7)(C) absences this afternoon, can you please review the attached Border Wall Budget Issue Paper?

We were reassigned this a little late in the game so our deadline is ASAP.

Thanks,

(b)(6)

From: (b)(6);(b)(7)(C)
Sent: Monday, May 01, 2017 6:15 PM
To: (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
>
Subject: RE: Upcoming Budget and Confirmation Hearings

Hi team –

Attached is a revised issue paper to reflect the border wall strategy without numbers for FY18.

Thanks,

(b)(6)

From: (b)(6);(b)(7)(C)
Sent: Monday, May 01, 2017 11:14 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
>
Subject: RE: Upcoming Budget and Confirmation Hearings

I have to leave for the Airport. (b)(6), the *PCI Program Changes* document has write ups on each piece of technology. I already copied and pasted text from there into the Issue Paper. Can you polish the issue paper with the PCI document as needed. We DO NOT have the budget numbers, unless we want to use the numbers in the PCI document.

Best Regards,

(b)(6)

(b)(6);(b)(7)(C), PMP
Special Projects Analyst
Agile Group
Border Patrol & Air and Marine Program Management Office (BPAM PMO)
Office (b)(6);(b)(7)(C)
Mobile: (b)(6);(b)(7)(C)
*Excel as a trusted strategic partner enhancing
Border Patrol's proud legacy.*

From: (b)(6);(b)(7)(C)
Sent: Monday, May 1, 2017 10:26 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
>
Subject: FW: Upcoming Budget and Confirmation Hearings

(b)(6);(b)(7)(C) – can you please work together on this – it's due ASAP – the worst, I know.

(b)(6) – (b)(5)
(b)(6) – (b)(5)

Happy Monday.

(b)(6);(b)(7)(C)
Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management

Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Monday, May 01, 2017 10:08 AM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

Subject: RE: Upcoming Budget and Confirmation Hearings

H: (b)(6);(b)(7)(C) Yes, it has been redirected to us for response by USBP. Same issue paper template applies.

Thank you,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Monday, May 1, 2017 9:57 AM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

Subject: FW: Upcoming Budget and Confirmation Hearings

(b)(6);(b)(7)(C) – Just confirming, yes, this is ours to complete, right? Format is an Issue Paper?

(b)(6);(b)(7)(C)

Director, Business Operations Division (Acting)

Border Patrol & Air and Marine Program Management Office

Facilities Management and Engineering

Office of Facilities and Asset Management

Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, April 28, 2017 3:47 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >

Subject: RE: Upcoming Budget and Confirmation Hearings

Okay, well, we can still complete it. I'm CCing (b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) so we have full visibility.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, April 28, 2017 3:45 PM

To: (b)(6);(b)(7)(C) >

Subject: RE: Upcoming Budget and Confirmation Hearings

They're saying it's too late to have it reassigned the usual way (whatever that process is). Let me get with BPTasking folks again and I'll get back to you in a few.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

U.S. Border Patrol - Blaine Sector

Cell - (b)(6)

From: (b)(6);(b)(7)(C)

Sent: Friday, April 28, 2017 12:27:13 PM

To: (b)(6);(b)(7)(C)

Subject: RE: Upcoming Budget and Confirmation Hearings

No, but it should have been assigned to us. Push it back through formal channels and we'll get started on it.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, April 28, 2017 3:26 PM

To: (b)(6);(b)(7)(C)

Subject: FW: Upcoming Budget and Confirmation Hearings

(b)(6);(b)(7)(C)

Do you know if OFAM has received the following tasker:

20. Border Wall Strategy and FY17 and FY18 Costs
[Include updates on prototypes, acquisition status, etc.]

(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
U.S. Border Patrol – Blaine Sector
Cell – (b) (6), (b) (7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, April 28, 2017 12:29 PM
To: BPTasking <(b) (7)(E)>; (b)(6);(b)(7)(C) <(b) (6), (b) (7)(C)>; (b)(6);(b)(7)(C)
<(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C)
<(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>
<(b)(6);(b)(7)(C)>
Subject: RE: Upcoming Budget and Confirmation Hearings

(b) (5)

Thank you

From: BPTasking
Sent: Friday, April 28, 2017 10:46 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; BPTasking <(b) (7)(E)>; (b)(6);(b)(7)(C)
<(b)(6);(b)(7)(C)>
Cc: (b) (6), (b) (7)(C) <(b) (6), (b) (7)(C)>; (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
>
Subject: RE: Upcoming Budget and Confirmation Hearings

All,

BP Tasking shows #20 consolidated and assigned to Wall IPT (b) (6), (b) (7). OCA reassigned Border Wall Integrated Technology from OA line #3 on Friday 4/20 (see last attached email). It was then assigned to Wall IPT (b) (6), (b) (7) by Chief Hull (email attached).

Note, there is no prior email traffic within BP Tasking showing USBP deferring #20 to OFAM until today.

Thanks,

(b) (6)

(b)(6);(b)(7)(C)
Assistant Chief
Office of the Chief
U.S. Border Patrol Headquarters
Washington, DC 20229
Desk: (b)(6);(b)(7)(C)
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, April 28, 2017 10:06 AM
To: (b)(6);(b)(7)(C) >; BPTasking <(b) (7)(E)>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
<(b)(6);(b)(7)(C)>
Cc: (b) (6), (b) (7)(C) <(b) (6)>; (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C)
<(b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C) <(b)(6);(b)(7)(C)>
<(b)(6);(b)(7)(C)>
Subject: RE: Upcoming Budget and Confirmation Hearings
Importance: High

Directo (b)(6);(b)(7)(C), LLD as the consolidating entity was supplied this assignment list from BPTasking. I believe the initials assignments were provided from LEOD Operations and the assignments supposedly were sent out on Monday. Yours and Chief (b) (6), (b) (7) were the only names we have been provided. I am copying BPTasking for de-confliction as it appears that no work may have been done on this IP due at 11:00 for consolidation and by COB to the USBP CoS.

20. Border Wall Strategy and FY17 and FY18 Costs [Include updates on prototypes, acquisition status, etc.]		X	X	PMOD/WALL IPT/SPAD/CPA (b) (6), (b) (7)(C)	ACC (b) (6), (b) (7)(C)
	HRM				LLD SUPPORT

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Sent from my iPhone

ALCON, Good Morning just a reminder that this tasking is due at 11:00 today, less than 1.5 hours.

On behalf of ACC (b) (6), (b) (7)(C) and the Liaison Division, thank you everyone for your attention to this matter and for the cooperation in accomplishing the task in a timely and competent manner.

Office of Border Patrol (OBP) DUE 11:00	Supporting Office	C1 Confirmation Hearing	FY 18 Budget Hearing	Responsible Office	Responsible Person
5. Northern Border Operations/Enforcement Posture[Include information on the recent trends of individuals departing to Canada]		X	X	LEOD: OPS	(b)(6);(b)(7)(C); (b)(6);(b)(7)(C)
10. Border Patrol Radios, TALMEC Updates, Radios and Acquisition Deployment	OFAM, OFO, AMO	X	X	TALMEC	(b) (6), (b) (7)(C)
11. Statutory Staffing Floors / Executive Order Hiring Requirement			X	MRO	(b)(6);(b)(7)(C)
12. Border Patrol Metrics		X	X	SPAD	(b)(6);(b)(7)(C)
17. Status of Comprehensive Southern Border Study (EO 13767 [Provide overview of the current status of the report and USBP is doing to inform the study and define operational control more broadly])		X		SPAD	(b)(6);(b)(7)(C)
20. Border Wall Strategy and FY17 and FY18 Costs [Include updates on prototypes, acquisition status, etc]	HRM	X	X	PMOD/WALL IPT/SPAD/CFA (b) (6), (b) (7)(C)	ACC (b) (6), (b) (7) LLD SUPPORT
25. Small UAS	AMO		X	LEOD: LIAISON	(b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
27. (b) (7)(E)			X	PMOD	(b)(6);(b)(7)(C); (b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

Congressional Affairs
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) On Behalf Of OCA TASKING

Sent: Thursday, April 20, 2017 9:23 AM

To: OF TASKINGS <(b)(7)(E)> OFAM-TASKINGS <(b)(7)(E)> HRM TASKINGS <(b)(7)(E)>
ACQUISITIONEXECSEC <(b)(7)(E)> OIT TASKINGS <(b)(7)(E)> EAC_OT_EXEC_SUPPORT
<(b)(7)(E)> OTDTASKING <(b)(7)(E)> OPP TASKINGS <(b)(7)(E)> OFOTASKINGS
<(b)(7)(E)> BPTasking <(b)(7)(E)> AMO TASKING <(b)(7)(E)> OTTASKING <(b)(7)(E)>
OI TASKERS <(b)(7)(E)> OI TASKINGS <(b)(7)(E)> INA TASKING <(b)(7)(E)> OPRTASKING-CBP
<(b)(7)(E)> OTRTASKING <(b)(7)(E)> OPATASKING <(b)(7)(E)> Enterprise Services Exec Sec
<(b)(7)(E)> OS TASKINGS <(b)(7)(E)>
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >;
OCA TASKING <(b)(7)(E)> CBPTASKING <(b)(7)(E)> OCC TASKING <(b)(7)(E)> | (b)(6);(b)(7)(C) >
>

Subject: Upcoming Budget and Confirmation Hearings

Good morning OF, OFAM, HRM, OA, OIT, OTD, OCC, OPP, OFO, USBP, AMO, OT, OI, INA, OPR, OTR, OPA, OES, and JOD:

As the memorandum attached and below states, OCA is now beginning its internal preparatory work for both Acting Commissioner McAleenan's confirmation hearing, as well as the FY 2018 President's Budget proposal hearing. CBP is requesting Issue Papers from lead program offices and supporting offices.

Attached please find a matrix that outlines the requested Issue Papers including if they are needed for the C1 Confirmation Hearing, the FY18 Budget Hearing, or both. Please forward your office points of contacts to (b)(6);(b)(7)(C) no later than COB today, April 20, 2017.

The issue papers are due Monday, May 1, 2017. Please see attached issue paper template provided for your use, and please coordinate with across offices as appropriate.

Please feel free to contact us with any questions.

Thank you,

(b)(6);(b)(7)(C)
Office of Congressional Affairs
U.S. Customs and Border Protection
(b)(6);(b)(7)(C)

Memorandum below and attached

MEMORANDUM FOR: See Distribution
FROM: (A) Assistant Commissioner Kim Lowry
Office of Congressional Affairs
SUBJECT: Upcoming Budget and Confirmation Hearings

As you are aware, on March 30, 2017, the President announced his intent to nominate Acting Commissioner McAleenan to be Commissioner of U.S. Customs and Border Protection (CBP). As formal nomination process gets underway, the Office of Congressional Affairs (OCA) is beginning internal preparatory activities to support a confirmation hearing before the Senate Finance Committee at a date to be determined.

At the same time, departments and agencies are also preparing for the release of the Fiscal Year (FY) 2018 President's Budget proposal in mid-May. DHS and CBP leadership are expected to testify before the House and Senate Appropriations Subcommittees on Homeland Security either the week of May 22 or the week of June 5. These hearing schedules will be shared with your offices as soon as the OCA receives them.

OCA is seeking to integrate these lines of effort to the greatest extent possible to reduce the burden on your offices and avoid confusion. The first activity in this consolidated effort will be the tasking of a full suite of issue papers to support hearing preparation. A short list of high-level issue papers was tasked out today in support of the Secretary's hearings on the full DHS budget. The attached expanded list will be tasked out separately this afternoon to prepare more in-depth materials in anticipation of a CBP-focused hearing in the House.

Request for Office Representative:

OCA will continue communicating with your offices throughout this process to develop additional materials and to ensure appropriate leadership representation at internal pre-briefs and external briefings and hearings. Please appoint a senior staff member and one backup individual to serve as the primary and secondary points of contact for your component office. These contacts will provide input on the budget and confirmation hearings and all related activities. Additionally, these points of contact will assist in assembling and providing your office's required issue papers. OCA therefore requests that you identify and forward the names of your office points of contact to (b)(6);(b)(7)(C) no later than Thursday, April 20, 2017.

CBP Issue Paper List:

Attachment A includes a list of key issues likely to arise at these hearings and briefings for your review. Please ensure that these issue papers reflect the greatest priorities of your office given the importance of each topic for the FY 2018 budget. The issue papers will be formally tasked out to individual offices no later than Thursday, April 20, 2017 with a due date of Monday, May 1, 2017. As part of this tasking, an issue paper template will be provided for your use.

Congressional Communication:

OCA remains the sole point of contact for CBP in assisting Members of Congress and their staff on all matters related to CBP. If you are contacted by a Member of Congress or their staff it is required that the communication be disclosed to the Office of Congressional Affairs in line with [CBP Directive No. 2130-012A](#). I look forward to working with you as we begin the FY 2018 budget process. If you have any questions, please contact me or have your staff contact (b)(6);(b)(7)(C).

Attachment

Distribution: Deputy Commissioner

All Executive Assistant Commissioners

Chief, Office of Border Patrol

All Assistant Commissioners

Chief Counsel

Executive Director, Privacy and Diversity Office

Executive Director, Office of Policy and Planning

Executive Director, Intergovernmental Public Liaison

Director, Office of Trade Relations

Director, Office of the Executive Secretariat

Chief of Staff

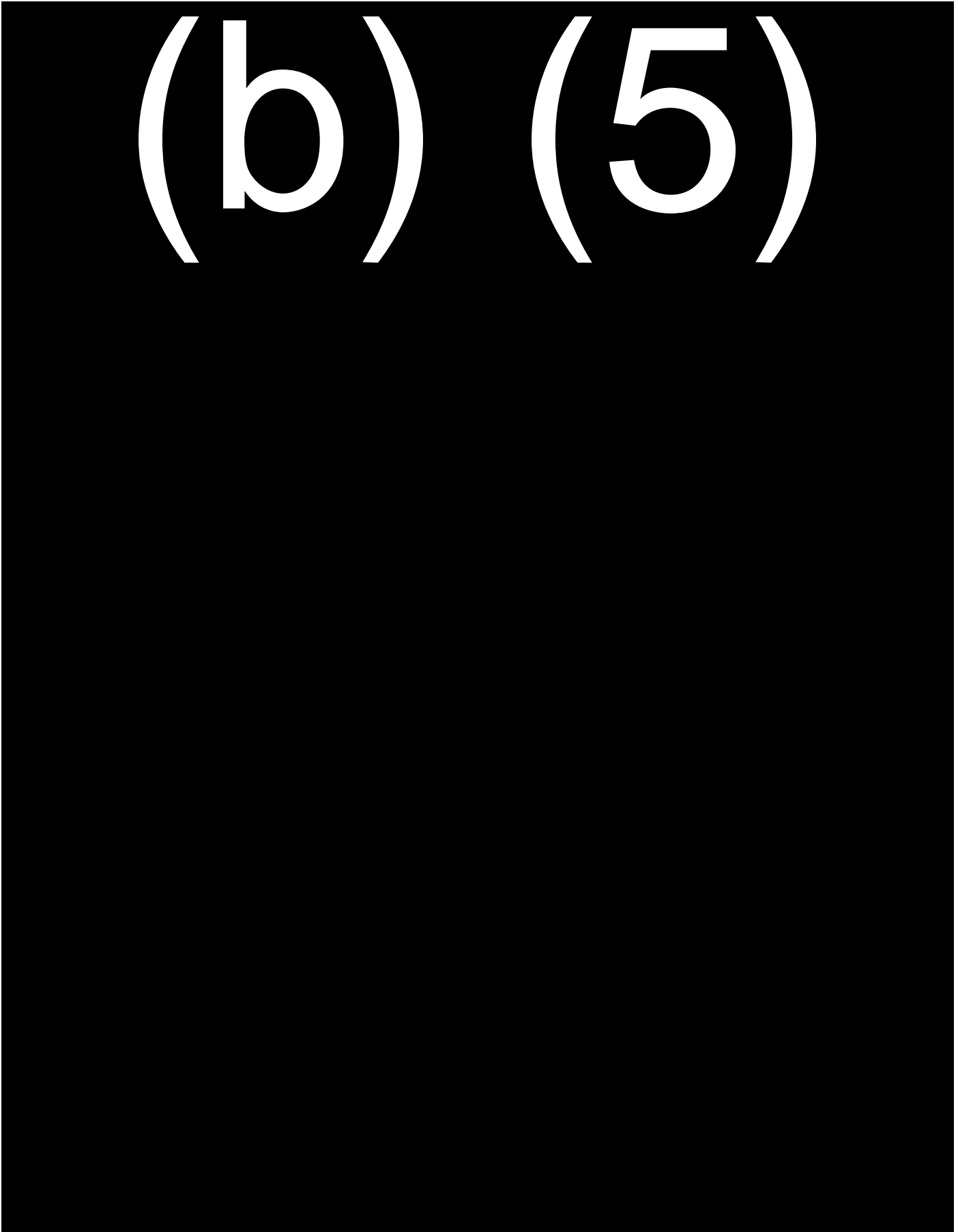
Deputy Chief of Staff

**[BORDER WALL/BARRIER SYSTEM]
[OFFICE OF FACILITIES AND ASSET MANAGEMENT]**

(b) (5)

**[BORDER WALL/BARRIER SYSTEM]
[OFFICE OF FACILITIES AND ASSET MANAGEMENT]**

(b) (5)



From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: FOR (b)(6);(b)(7)(C) REVIEW: Wall IPT Materials and Agenda
Date: Tuesday, May 09, 2017 9:16:47 PM

Yes, agreed - but (b) (5), (b) (7)(E)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, May 09, 2017 9:09:14 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: FOR (b)(6);(b)(7)(C) REVIEW: Wall IPT Materials and Agenda

In regards to (b)(6);(b)(7)(C) comment (b) (5), (b) (7)(E)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, May 09, 2017 5:53:49 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: FOR (b)(6);(b)(7)(C) REVIEW: Wall IPT Materials and Agenda

(b)(6);(b)(7)(C) and all,

(b) (5), (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, May 09, 2017 8:07:57 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Subject: RE: FOR (b)(6);(b)(7)(F) REVIEW: Wall IPT Materials and Agenda

Fantastic!

Thank you, as always, (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) – I will look for your input.

(b)(6);(b)(7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Tuesday, May 09, 2017 8:03 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >
(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >
>

Subject: RE: FOR [REDACTED] REVIEW: Wall IPT Materials and Agenda

– I made edits (in red) to slides 4, 12, 14, 15, 16, 17, 20, 21, and 22.

– For slide 20 (RGV New Levee Wall), I inserted a comment for your review and input. (b) (5)

From: (b)(6);(b)(7)(C)

Sent: Tuesday, May 09, 2017 3:23 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) > (b)(6)
(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) >

Subject: RE: FOR (b)(6);(b)(7) REVIEW: Wall IPT Materials and Agenda

PW: (b) (7)(E)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

Sent: Tuesday, May 09, 2017 6:21 PM

To: [REDACTED] > [REDACTED]
[REDACTED] > [REDACTED] > [REDACTED]
[REDACTED]; [REDACTED] > [REDACTED]
[REDACTED]; [REDACTED] > [REDACTED]
[REDACTED] > [REDACTED] > [REDACTED]
[REDACTED] > [REDACTED] > [REDACTED]
[REDACTED]; [REDACTED] >
Cc: [REDACTED] >
Subject: RE: FOR [REDACTED] REVIEW: Wall IPT Materials and Agenda

Draft deck is attached. This is a ridiculous turnaround and I apologize.

(b) (5)

Thank you,

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

Sent: Tuesday, May 09, 2017 5:48 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >;
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >;
>; (b)(6);(b)(7)(C) >; (b)(6)

< (b) (6) (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >

Subject: RE: FOR (b)(6); (b) REVIEW: Wall IPT Materials and Agenda

Importance: High

Hi (b)(6);(b)(7)(C) and team – Please see the draft outreach slide for consideration.

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Monday, May 08, 2017 7:52 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b) (6)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >

Subject: FW: FOR (b)(6); (b) REVIEW: Wall IPT Materials and Agenda

Team –

This is just FYSA at this point, but heads up – I may need some assistance. As you can see from the email below, we are being asked by OFAM to complete the attached deck (PW to follow) for the Wall IPT on Thursday. The dates below are for the replacement fence (VF and PF) and this is what I plan to use for the deck. I received these from (b)(6);(b)(7)(C)

I plan to work this on the train down tomorrow, but wanted to give you some situational awareness.

(b)(6);(b)(7)(C) – Can you take the lead on the outreach slides please?

Also, (b)(6);(b)(7)(C) – as you can see we have an Acq update – I plan on pulling from the ESC deck (still waiting to get my hands on the final) but may need you to weigh in.

Due back Wed at 9 am.

(b) (7)(E) of PF Replacement & (b) (7)(E) of VF Replacement

- Replacement Requirements

(b) (7)(E)

- Contracting Strategy for (b) (7)(E) of fence replacement – all design-build

(b) (7)(E), (b) (5)

(b)(6);(b)(7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Monday, May 08, 2017 6:27 PM

To: (b)(6);(b)(7)(C) >

Subject: FW: FOR (b)(6);(b)(7)(C) REVIEW: Wall IPT Materials and Agenda

(b)(6);(b)(7)(C)

– Per our conversation,

(b) (5)

(b) (5)

Let me know if you want to talk through any of the request.

From: (b)(6);(b)(7)(C)

Sent: Friday, May 5, 2017 4:06 PM

To: (b)(6);(b)(7)(C)

Subject: FOR (b) (6), (b) REVIEW: Wall IPT Materials and Agenda

(b)(6);(b)(7)(C)

Per our conversation, the Wall IPT Agenda will read as follows:

1. Partnering & Outreach
2. Acquisition Management
3. Procurement & Execution
4. Other
5. Back Up

The draft slide deck template is attached.

Let me know what you think.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Special Projects Analyst

Agile Group

Office of Facilities and Asset Management

U.S. Customs and Border Protection

Mobile: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b) (6) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: Task: Path to Wall Construction Deck for C1
Date: Thursday, August 03, 2017 4:52:34 PM
Attachments: [Wall Construction Real Estate Schedule Risks 8-3-17 FOUO.docx](#)

Hi (b)(6);(b)(7)(C)

Attached please find our input regarding primary real estate related schedule risks associated with wall construction as a backup to the power point.

v/r

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, August 02, 2017 9:14 AM
To: (b) (6) (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C)
> (b) (6)
> (b) (6) (b)(6);(b)(7)(C)
>
Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) > BPAM
PMO TASKS < (b) (7)(E)
Subject: Task: Path to Wall Construction Deck for C1

Good Morning – First and foremost, thank you to all on this email chain. You made huge contributions to the development of the “what takes so long” deck that we transmitted last night and you have a personal understanding of how much work went into crafting “just” a dozen slides. Thank you.

Sadly, the task is only half done, but I know at least one of you (ahem.. (b)(6);(b)(7)(C) ;-)), will be happy about what I’m about to request.

This briefing represents the next level of detail down from the broad strokes of “real estate planning”, “environmental planning” etc. However, even this level of detail only tells part of the story. To ensure the whole story is told we need robust talking points to go with it. It is likely that at some point C1 will be giving this briefing or parts of it to the powers that be. Likely also will be that none of us will be in the room for that delivery.

So here's the task. For the slides I've identified below, please provide bullets (I don't care about format or editing as long it makes sense. Send it however works for you and my team will figure out how to weave it all together) that, as the SMEs, you believe tell the whole story of the slide or slides you're assigned. Yes, that's right, I'm asking for all the details. And as you're crafting those details please ensure that for every listed activity you at a minimum include approximately how long the activity takes (ranges are okay) and with whom we have to coordinate in terms of federal, state or local stakeholders.

In terms of deadline, the briefing hasn't been scheduled, yet, but I expect it will not be long. I think we need to have first responses back by Friday COB. That way we can work a full draft with everyone's inputs over the weekend. I cannot promise that I will not have to come back and ask to fast track the request, but I will do my very best to box out and at least give us the rest of the week.

Slide tasks are below:

- Slide 4 – Schedule Compression – (b)(6);(b)(7)(C)
- Slide 5 – Schedule Compression – (b)(6);(b)(7)(C) (a description of each item and how it applies if possible)
- Slide 6 – Planning – Real Estate – (b)(6);(b)(7)(C)
- Slide 7 – Planning – Environmental – (b)(6);(b)(7)(C)
- Slide 8 – Request for Proposal Prep & 35% Design – (b)(6);(b)(7)(C)
- Slide 9 – Acquisition for Construction – (b)(6);(b)(7)(C)
- Slide 10 – Design-Build Construction – (b)(6);(b)(7)(C)

Again, format, editing are not important, just the content and we'll figure out how to put it all together from there. Send responses to me. (b)(6);(b)(7)(C) and (b)(6);(b)(7)(C) (CCed here). I know this is another task on the endless pile you already have and I'm sorry to add to it, but this argument may go A LONG way to relieving some of the pressure if we do it right. Thank you in advance for your help and CALL ME if you have any questions or concerns.

Best,

(b)(6);(b)(7)(C)

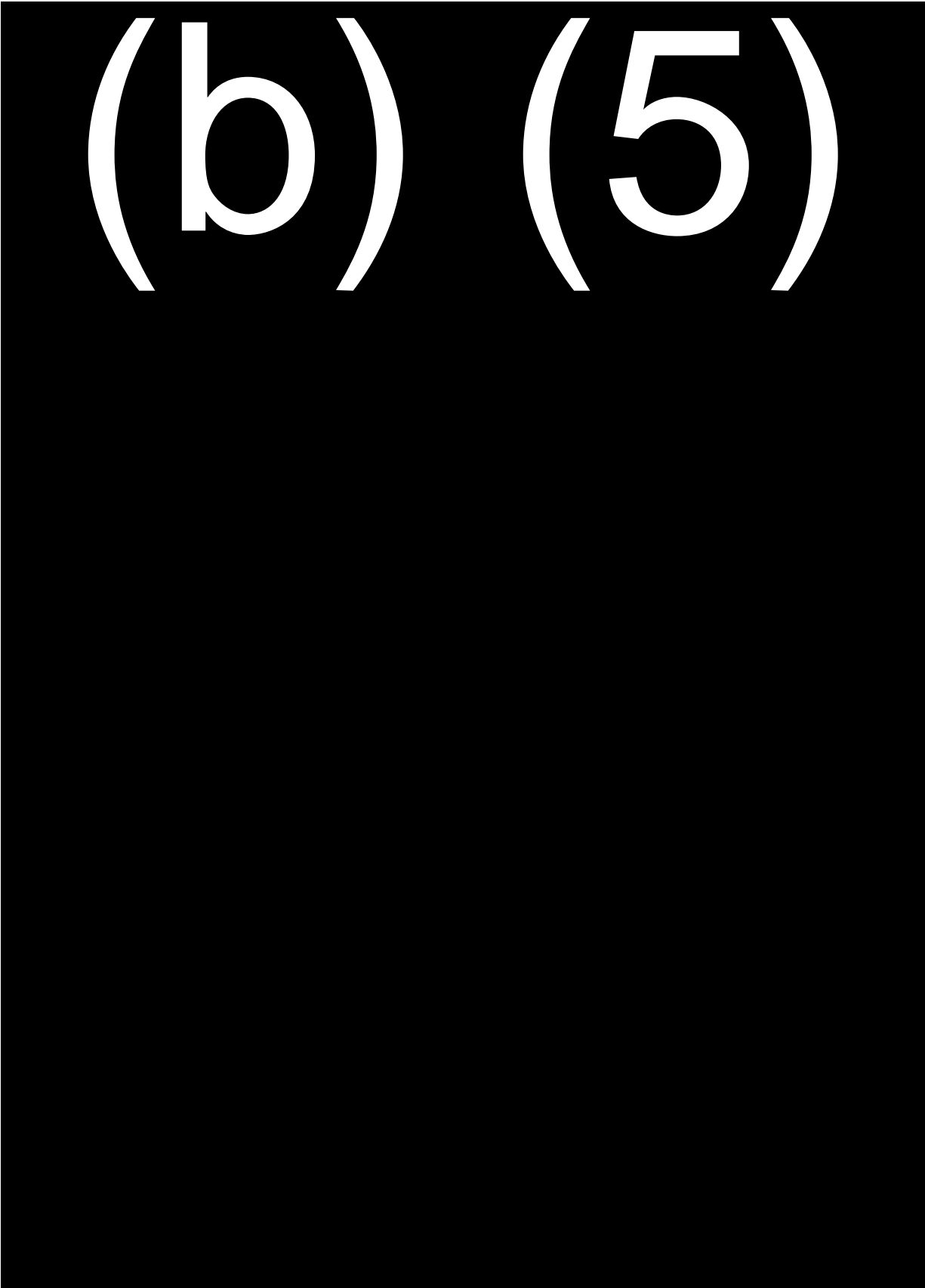
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b) (7)(E), (b) (5)



(b) (5)



(b) (5)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) (b)(6)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (OCC)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification
Date: Monday, July 03, 2017 11:24:03 AM

(b) (6) – I have a minor edit (in red) below.

NOTIFICATION:

(b) (5), (b) (7)(E)

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 4:19 AM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b) (6)
(b) (6) (b)(6);(b)(7)(C) ;(b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b) (6)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification

Copying (b) (6) and (b) (6) for visibility

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 7:15 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b) (6)
>; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C)
>
Subject: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification
Importance: High

Good morning –

Happy Monday! Please find a draft notification for Congressional stakeholders below. We are meeting with OCA this morning to nail down the timing (target is late this week/early next) to ensure proper review and approval of our notification. (b) (5)

We will also share this with IPL, OPA, and RGV Sector for awareness.

Please let me know if we should discuss further.

Thanks,

(b)(6);(b)(7)(C)

NOTIFICATION:

(b) (5), (b) (7)(E)

(b) (5)

(b) (6) BPAM PMO Communications

Kearns & West supporting
OFAM/FM&E/BPAM

BB: (b) (6) or C: (b) (6)

(b)(6);(b)(7)(C)

(b) (6)

"...information sharing is caring...."

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification
Date: Monday, July 03, 2017 9:37:07 AM

Thanks and well written

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 9:00:38 AM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification

We have a call with OCA today to discuss further, but essentially this will go to Congressional stakeholders (appropriations, Texas delegation). We are also sending to OPA, IPL, and RGV Sector for awareness after it is finalized.

-----Original Message-----

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 7:59 AM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification

This email is only going to oca? Thx

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 7:18:36 AM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification

Copying (b)(6) and (b)(6) for visibility

From: (b)(6);(b)(7)(C)
Sent: Monday, July 03, 2017 7:15 AM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Subject: DRAFT RGV Phase 2 Gates Real Estate Activities – Congressional/Stakeholder Notification
Importance: High

Good morning –

Happy Monday! Please find a draft notification for Congressional stakeholders below. We are meeting with OCA this morning to nail down the timing (target is late this week/early next) to ensure proper review and approval of our notification. (b) (5)

We will also share this with IPL, OPA, and RGV Sector for awareness.

Please let me know if we should discuss further.

Thanks,

(b)(6);(C)

NOTIFICATION:

(b) (5), (b) (7)(E)

(b) (6) BPAM PMO Communications

Kearns & West supporting

OFAM/FM&E/BPAM

BB: (b) (6) or C: (b) (6)

(b)(6);(b)(7)(C) [mailto:](#) (b)(6);(b)(7)(C)
(b) (6) [mailto:](#) (b) (6)

“...information sharing is caring....”

(b)(6);(b)(7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b)(6);(b)(7)(C) (CTR) On Behalf Of BPAM PMO TASKS

Sent: Tuesday, August 01, 2017 10:57 AM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >

Subject: RE: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS) DUE: 8/1 @ 5PM

Hi (b)(6);(b)(7)(C)

We just received updated guidance to please coordinate with OA on this task. See attached/below.

From: (b)(6);(b)(7)(C) D On Behalf Of OFAM-TASKINGS

Sent: Tuesday, August 01, 2017 10:54 AM

To: BPAM PMO TASKS <(b)(7)(E)> FMEEXECSUPPORT
<(b)(7)(E)>

Cc: OFAM-TASKINGS <(b)(7)(E)> (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >
(b)(6);(b)(7)(C) >

Subject: FW: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS)

Hello,

FYI: Please see email below and coordinate with OA.

Best regards,

(b)(6);(b)(7)(C)

Task Manager

Agile Group

Office of Facilities and Asset Management

U.S. Customs and Border Protection

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) M On Behalf Of ACQUISITIONEXECSEC

Sent: Tuesday, August 1, 2017 10:47 AM

To: OFAM-TASKINGS <(b) (7)(E)>

Cc: Enterprise Services Exec Sec <(b) (7)(E)>

ACQUISITIONEXECSEC <(b) (7)(E)>

Subject: RE: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS)

Good morning OFAM,

Since two members of our office will be participating in the meeting, please send us the final briefing memo once consolidated so that we may procure AC Borkowski's clearance. We have tasked our SMEs for input and will send our response as soon as possible.

Regards,

(b)(6);(b)(7)(C)

Office of Acquisition

U.S. Customs and Border Protection

Phone: (b)(6);(b)(7)(C)

Thanks,

(b)(6);(b)(7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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From: (b)(6);(b)(7)(C)

Sent: Tuesday, August 01, 2017 10:48 AM

To: BPAM PMO TASKS <(b) (7)(E)> (b)(6);(b)(7)(C)

< (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: RE: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS) DUE: 8/1 @ 5PM

I got this one – stay tuned.

(b)(6);(b)(7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) (CTR) On Behalf Of BPAM PMO TASKS

Sent: Tuesday, August 01, 2017 10:34 AM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

> (b)(6);(b)(7)(C) >

Subject: FW: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS) DUE: 8/1 @ 5PM

Hi (b)(6);(b)(7)(C)

We just received the below task requesting that BPAM provide a briefing memorandum for the C1BB: FY17 and FY18 Border Wall IMS. I wasn't sure if there was anyone else handling IMS I should send this out to, if so just let me know!

OFAM is requesting this **back by COB today 8/1/17.**

Thanks,

(b)(6);(b)(7)(C)

Communications Specialist, Business Operations Division
Strategic Analysis, Inc.
Border Patrol & Air and Marine Program Management Office (BPAM PMO)
Facilities Management & Engineering
Mobile: (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b)(6);(b)(7)(C) D On Behalf Of OFAM-TASKINGS

Sent: Tuesday, August 01, 2017 10:28 AM

To: BPAM PMO TASKS <(b) (7)(E)> FMEEEXCSUPPORT
<(b) (7)(E)>
Cc: (b)(6);(b)(7)(C)>; (b)(6);(b)(7)(C)>
(b)(6);(b)(7)(C)>
Subject: FW: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS)

Good morning FME/ BPAM,

ES has requested us to provide a briefing memorandum by **COB Today**. Please see below for more details.

We will be tasking this out shortly.

Best regards,

(b)(6);(b)(7)(C)

Task Manager

Agile Group

Office of Facilities and Asset Management

U.S. Customs and Border Protection

(b)(6);(b)(7)(C)

From: Enterprise Services Exec Sec

Sent: Tuesday, August 1, 2017 10:16 AM

To: OFAM-TASKINGS <(b) (7)(E)>

Cc: ACQUISITIONEXECSEC <(b) (7)(E)> Enterprise Services Exec Sec

<(b) (7)(E)>

Subject: FW: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS)

Good morning OFAM,

Please see the below request for a briefing memorandum from C1 BB and provide a response by COB today to Enterprise Services ExecSec in order for us to procure EAC clearance on this request.

OA, Please assist and coordinate where necessary.

Thank you,

(b)(6);(b)(7)(C)

Enterprise Services ExecSec



From: (b)(6);(b)(7)(C) On Behalf Of OC BRIEFING STAFF

Sent: Tuesday, August 1, 2017 9:10 AM

To: Enterprise Services Exec Sec <(b)(7)(E)>

Cc: OC BRIEFING STAFF <(b)(7)(E)> (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: [QUICK TURNAROUND] C1BB: FY17 and FY18 Border Wall Integrated Master Schedule (IMS)

COMMISSIONER'S OFFICE BRIEFING BOOK TASKING

Tasker Name:	FY17 and FY18 Border Wall Integrated Master Schedule (IMS)
Lead Office(s):	ES
Lead Office POC:	<i>Please advise</i>
OC POC:	(b)(6);(b)(7)(C)
Products (1):	Briefing Memo using attached template
Logistics/Notes:	When: Friday, August 4, 2017 at 9:30 – 10:00 AM Where: Commissioner's Small Conference Room Attendees: C1 EAC Kolbe AC Borkowski AC Calvo (b)(6) (b)(6);(b)(7)(C) <i>*If briefing materials exceed 20 pages, please be prepared to provide 5 briefing books for the Front Office once materials have been cleared through OC Briefing.</i>
Due to OC Briefing Staff:	NLT 10 AM TOMORROW, Wednesday, August 2, 2017

Required Coordinators - Please provide input to the lead office as soon as possible. Please do not modify subject lines as we use them for tracking purposes.

Requests for additional Information—for additional information concerning this meeting, please contact the lead office POC, the advisor and then OCBS.

Tasker information, contact lists, and templates can be found online at

(b)(7)(E)

(b)(6);(b)(7)(C)

Office of the Executive Secretariat

U.S. Customs and Border Protection

Office: (b)(6);(b)(7)(C)

Cell: (b)(6);(b)(7)(C)

Border Wall System DRAFT High-Level Schedule (Point Estimate)


Status as of 7/31/2017

(b) (5), (b) (7)(E)

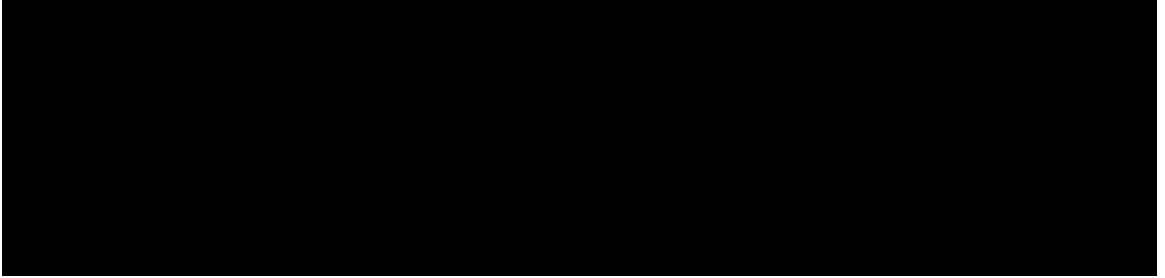
(b) (5), (b) (7)(E)

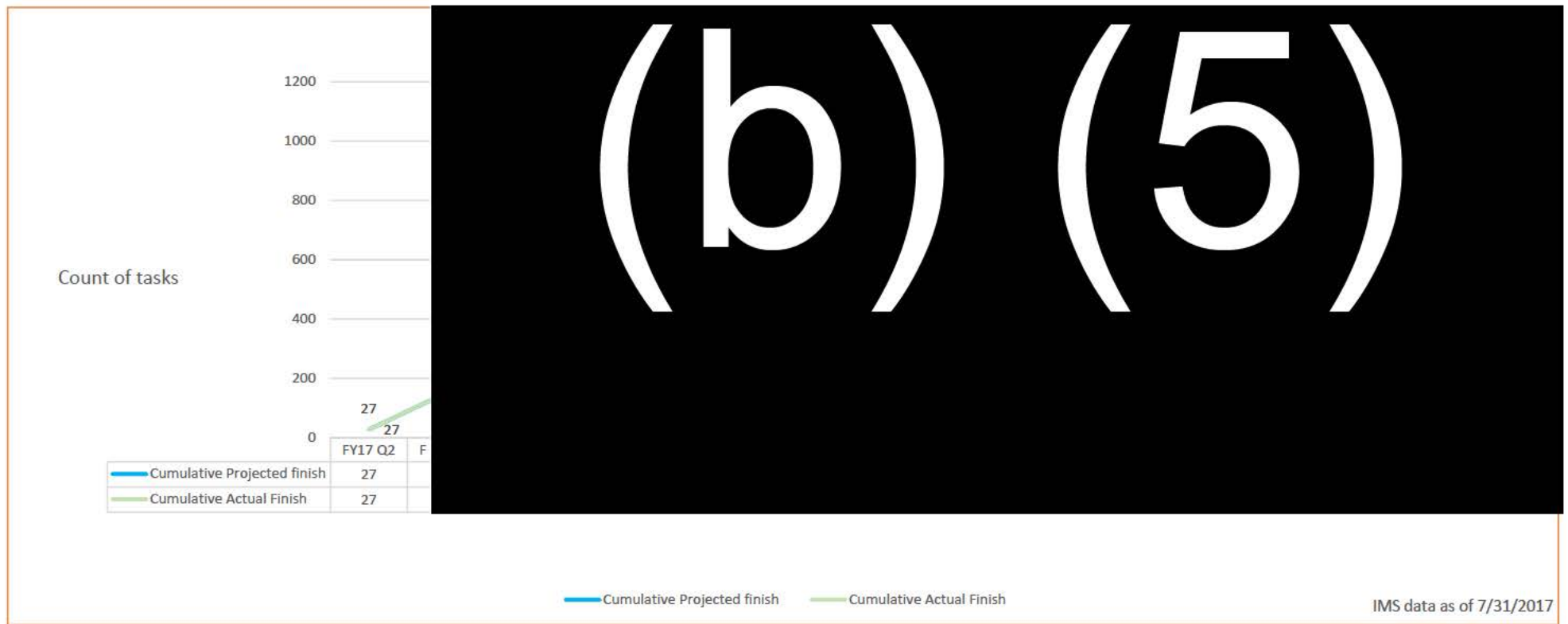
Border Wall System DRAFT IMS - Assumptions

(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)





- Once IMS is baselined, a Baseline Finish “S Curve” will also be added to the chart to measure progress against the plan
- Actuals have not been entered for FY17 Q4 since the current quarter is still in progress

(b) (7)(E), (b) (5)

~~FOR OFFICIAL USE ONLY~~

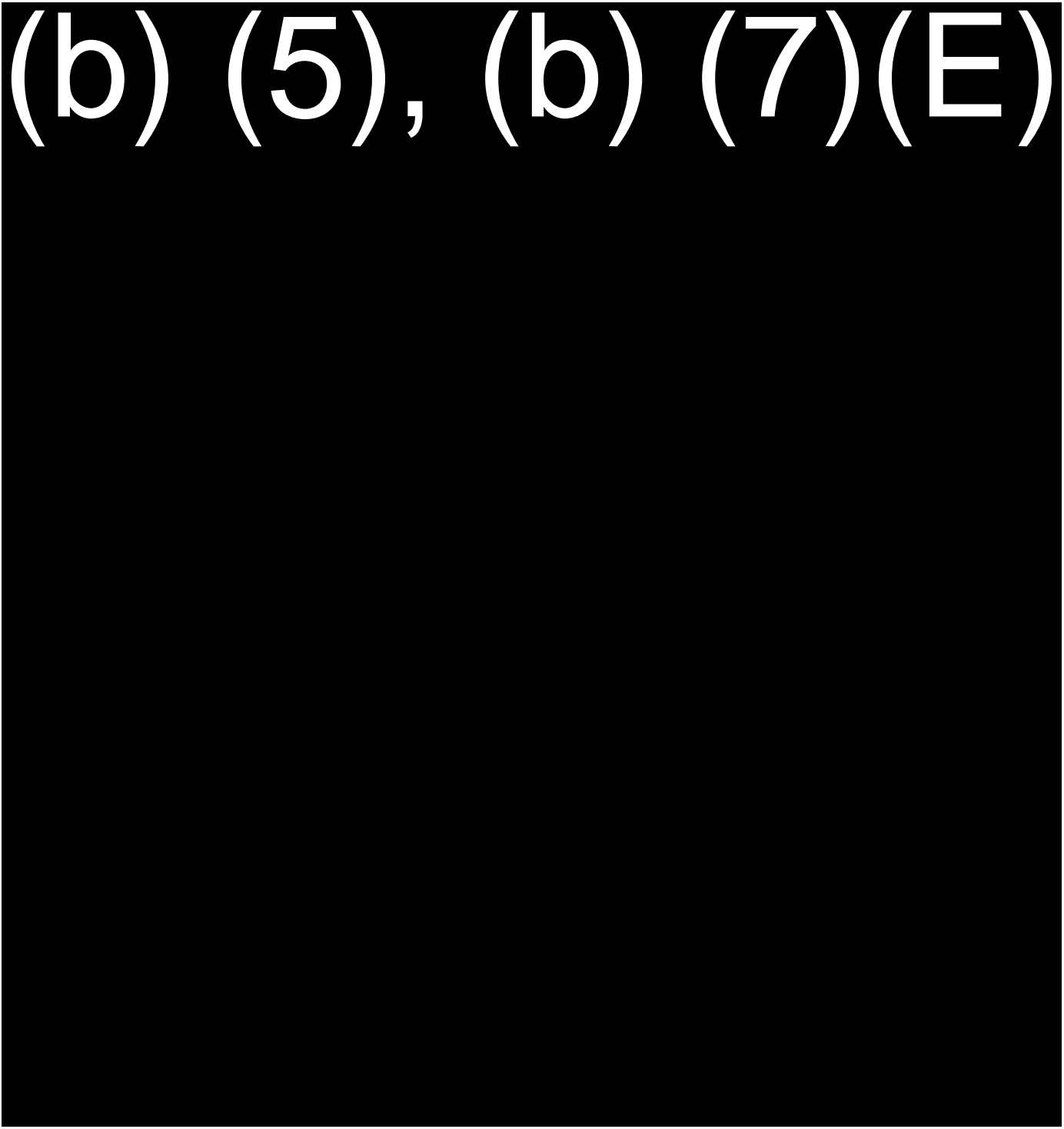
**FY17 and FY18 Border Wall Integrated Master Schedule (IMS)
REVIEW**

August 7, 2017

10:00AM-10:30AM


Commissioner's Small Conference Room

(b) (5), (b) (7)(E)



~~FOR OFFICIAL USE ONLY~~

(b) (5), (b) (7)(E)



(b) (5), (b)(6);(b)(7)(C)



From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) RGV WALL; (b)(6); (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6) (b)(6) (b)(6)
Subject: RGV Landownership Notification
Date: Tuesday, July 25, 2017 9:43:24 AM

Good morning -

Please find a notification below that was sent out from OCA to Congressional stakeholders. I do not have a list of the offices, but my assumption is that it includes the appropriate TX delegation, HAC/SAC & other related committees and subcommittees. We received a follow-up RFI regarding RE costs breakdown and also a request for the number of contractors/resources allocated to title research.

Thanks,

(b)(6);(b)(7)(C)

U.S. Customs and Border Protection is commencing public-facing landownership research for border security projects funded in the Fiscal Year 2017 DHS Appropriations Act. Specifically, activity in U.S. Border Patrol (USBP) RGV Sector is in support of the Rio Grande Valley (RGV) Gates Phase 2 project. This project includes installing 35 gates along the existing border wall in (b)(7)(E) and (b)(7)(E) Counties. This project will facilitate USBP RGV Sector in gaining operational control in areas that are vulnerable to illegal cross-border activity as a result of the existing gaps.

Obtaining the appropriate real estate interest is imperative to completing this project. In April 2017, CBP began working with the U.S. Army Corps of Engineers (USACE) to conduct research by leveraging publically available records online to gather land tract ownership data, electronic tax information, and online deed records. CBP and USACE are on schedule to immediately begin expanding this research to other methods, such as in-person review of public records available at courthouses, which may alert the local community and public at-large of potential real estate actions.

The USACE has solicited contractor support with experience in research of landownership data in RGV specifically. Contractors will pursue research that cannot be gleaned through online resources alone. While CBP and USACE have a firm understanding of the complexity of landownership in RGV based on land acquisition experience gained in previous border fence and gate projects, it is still difficult to accurately determine landownership and it is anticipated that determining real estate will be a lengthy process.

This research is an initial step that will help the federal government develop more accurate real estate and land acquisition cost estimates and requirements. CBP and USACE anticipate that these research activities will be ongoing as the government learns more and subsequent research may be required to identify certain landowners. Examples of these circumstances may include but are not limited to: multiple landowners for one tract; situations where landownership is in dispute and is difficult to resolve based on available information; or when landowner(s) simply cannot be identified due to faulty record of historic title transfers.

CBP anticipates beginning direct engagement activities with identified landowners before the end of FY 2017. This initial landowner engagement will include seeking permission to identify the boundaries of the property through a right of entry to survey agreement. Both the landowner and the government will then engage expert appraisers to give an opinion on the value of the land. At that time, USACE will attempt to negotiate with the landowner for the sale of the property at fair market value.

It is important to note that this is not the only project in RGV that will require extensive landownership data research. Using existing funds for preparatory activities, CBP and USACE will soon begin public-facing real estate research activities for RGV border wall requirements in the President's FY 2018 budget. CBP will not pursue any direct engagement with landowners until funding for land acquisition and construction is available.

(b) (6) BPAM PMO Communications

Kearns & West supporting
OFAM/FM&E/BPAM

BB: (b) (6) or C: (b) (6)

(b)(6);(b)(7)(C)

(b) (6)

"...information sharing is caring...."

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6) (b)(6);(b)(7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor
Date: Thursday, June 08, 2017 5:22:48 PM

Thank you, sir. We will not move the Fact Sheet forward. We developed these in coordination with our data analysts and will incorporate a caveat based on your feedback.

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 5:06 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >
Cc: (b)(6), (b)(7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C)

This reads well. (b)(5), (b)(7)(E), (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) | (A)Assistant Chief Patrol Agent
United States Border Patrol | San Diego Sector
(b)(6);(b)(7)(C) Office | (b)(6);(b)(7)(C) Mobile
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 1:23 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C)

Looks good by me...reads well.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 12:48 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor
Importance: High

You're welcome. Copying (b)(6);(b)(7)(C) for visibility.

Team –

(b)(6);(b)(7)(C) (b) (5)
[Redacted]
[Redacted]
[Redacted] s. We also have the attached fact sheet for additional project information.

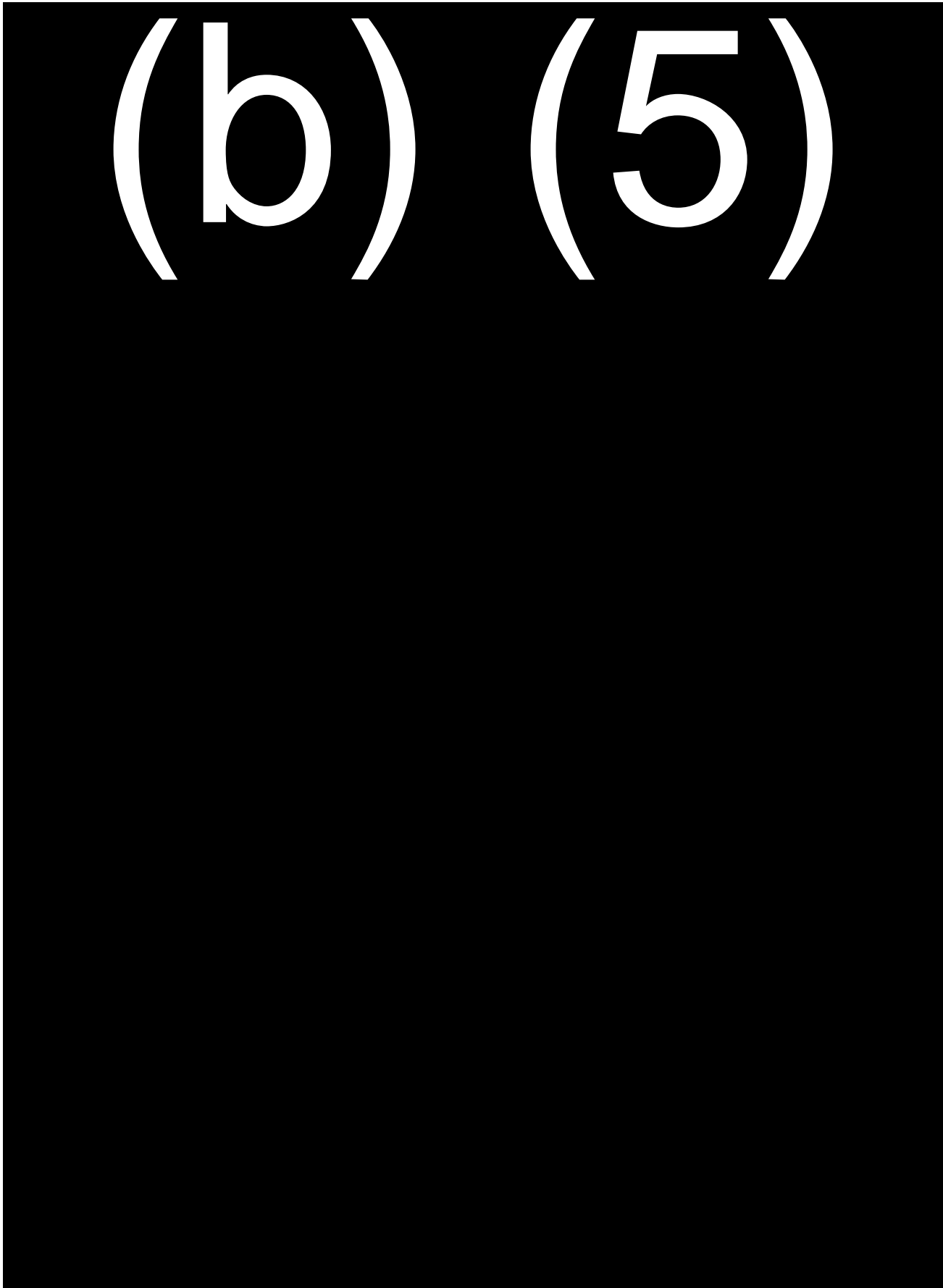
Please let me know if you have any additional items to include or changes to the write-ups below as soon as you can.

Thank you for your help.

(b)(6);(b)(7)(C)

(b) (5)

(b) (5)



(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 10:35 AM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C);
(b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thank you for the information (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 9:55 AM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C);
(b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor

Gents –

FYSA re: S1 meeting with SD Mayor in DC next week (6/14). Any information we share with IPL re: prototype, we'll be sure to coordinate with Sector.

Please let us know if you have any questions.

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 07, 2017 11:25 PM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

< (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thanks for the context and info, (b)(6);(b)(7)(C). I'll hold for any updated information you can provide after tomorrow's meeting.

The SD Mayor will be in DC next Weds (6/14). I believe he'll just be meeting with S1, likely no CBP participants.

Thanks again for your help.

-(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 07, 2017 10:59:22 PM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b)(6);(b)(7)(C) –

Thank you for the opportunity to review. (b)(6);(b)(7)(C) is correct re: the current prototype schedule. We will validate prototype schedule with the project team and integrated master schedule effort. The two-pager was a draft and we're currently revising. Also, we have a project review document meeting tomorrow (Thursday) (b) (5)

If ok with you, I'd like to share the S1 meeting with the San Diego Mayor with the USBP San Diego Sector team handling media inquiries and potential civil disobedience, protestors, etc. during prototype construction for awareness.

Is there a target date for the meeting?

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 07, 2017 6:08 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b)(6);(b)(7)(C),

My 2 cents:

- (b) (5)

• (b) (5)

Thanks for sharing,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 7, 2017 5:48 PM

To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)

Subject: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C),

I wanted to check with you on language for a tasker we've been assigned for an S1 meeting with the Mayor of San Diego, specifically, what can be shared re. prototype and FY17 wall-related projects in the SD area. I pulled the language below from the two page document shared for yesterday's call (b)(6);(b)(7)(C)

Thanks a lot.

(b) (5)

-(b)(6);(b)(7)(C)

COS, Intergovernmental Public Liaison (IPL)

(b)(6);(b)(7)(C)

From: (b) (6)
To: (b) (6)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Request for Bullets on Go/No Go re Real Estate
Date: Wednesday, May 10, 2017 2:18:33 PM

(b)(6);(b)(7)(C) (b) (5), (b) (7)(E)

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

From: (b) (6)
Sent: Wednesday, May 10, 2017 12:01 PM
To: (b)(6);(b)(7)(C)
Subject: FW: Request for Bullets on Go/No Go re Real Estate

From: (b) (6)
Sent: Wednesday, May 10, 2017 11:58 AM
To: (b)(6);(b)(7)(C) >
Subject: FW: Request for Bullets on Go/No Go re Real Estate

This stuff in the email below from (b)(6);(b)(7)(C) is part of the topic of discussion...Forward to whomever you need to forward.

From: (b)(6);(b)(7)(C)
Sent: Tuesday, May 09, 2017 11:18 AM
To: (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Subject: FW: Request for Bullets on Go/No Go re Real Estate

See the issue under and let's discuss as soon as possible.

Thanks,
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)
Executive Director (Acting)
Program Management Office Directorate
U.S. Border Patrol
(b) (6) Office (VA)

(b) (6) - Office (DC)
(b) (6) - Mobile

From: (b)(6);(b)(7)(C)

Sent: Tuesday, May 9, 2017 10:42 AM

To: (b)(6);(b)(7)(C) (b) (6)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >

Subject: RE: Request for Bullets on Go/No Go re Real Estate

(b)(6);(b)(7)(C)

Here are some bullets regarding real estate for (b) (7)(E) s requested.

r/

(b)(6);(b)(7)(C)

(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

From: (b)(6);(b)(7)(C)

Sent: Monday, May 8, 2017 4:55 PM

To: (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Subject: Request for Bullets on Go/No Go re Real Estate

(b)(6);(b)(7)(C),

Mr. Kalvo did not get on the call today at 4 pm. As a result, we didn't discuss the real estate Go/No Go issue. We still want to tee it up for higher leadership discussion.

Here's what we need: (b) (5), (b) (7)(E)

(b)(6);(b)(7)(C) We need to write up the issue so we can encourage a decision now vice later.

Can we have something around 10:00 am tomorrow to share with the wall program?

From there, both offices will coordinate to tee up a recommendation that makes the most sense. Right now, let's share our view of the issue.

Thanks
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b) (6)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor
Date: Friday, June 09, 2017 8:27:04 AM

10-4

From: (b)(6);(b)(7)(C)
Sent: Friday, June 09, 2017 6:27 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >;
(b)(6);(b)(7)(C) >
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

This looks great (b)(6);(b)(7)(C) and I saw SDC weighed in also.

(b) (5)

(b)(6);(b)(7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 6:02 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

I am good with the information. Thanks

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 2:24:32 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b) (6) (b)(6);(b)(7)(C)
Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor

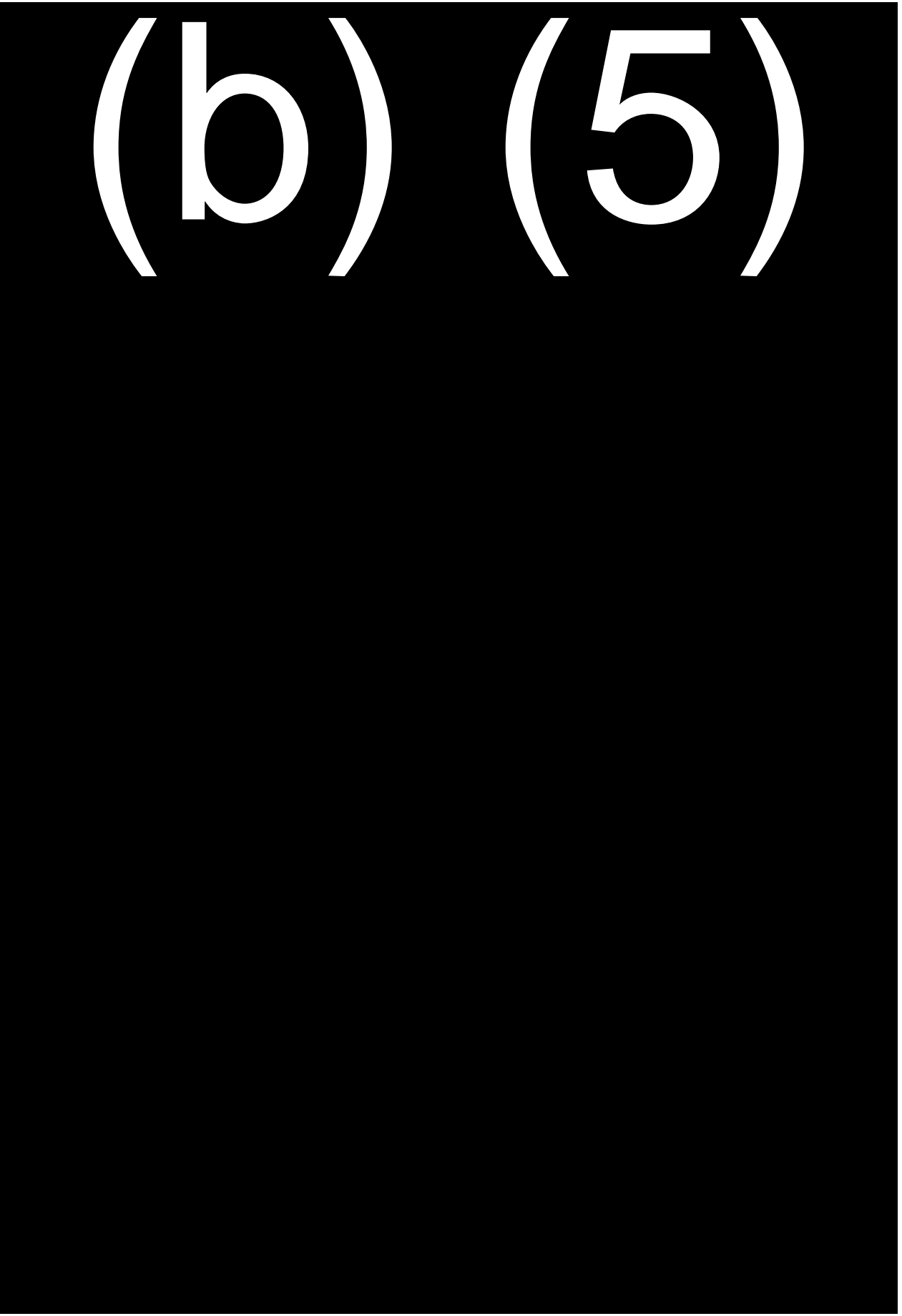
Good evening – SDC is good with the language below. (b) (5)

Thanks,

(b)(6);(b)(7)(C)

(b) (5)

(b) (5)



(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 5:06 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C)
,

This reads well. (b) (5), (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) | (A)Assistant Chief Patrol Agent
United States Border Patrol | San Diego Sector
(b)(6);(b)(7)(C) Office | (b)(6);(b)(7)(C) Mobile
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 1:23 PM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C) —

Looks good by me...reads well.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 12:48 PM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >

Cc: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Importance: High

You're welcome. Copying (b)(6);(b)(7)(C) visibility.

Team —

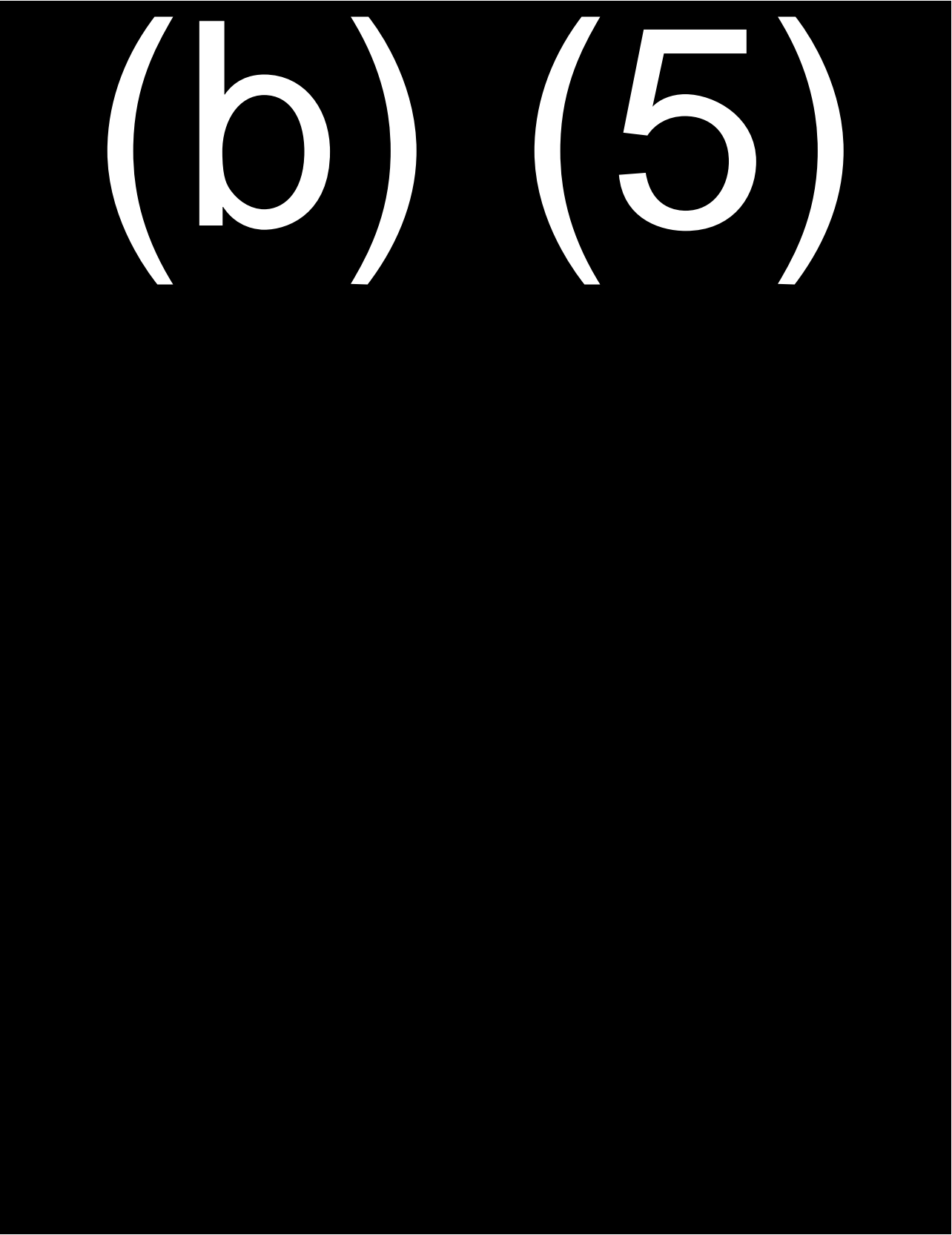
(b)(6);(b)(7)(C) (b) (5)

Please let me know if you have any additional items to include or changes to the write-ups below as soon as you can.

Thank you for your help.

(b)(6);(b)(7)(C)

(b) (5)



(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Thursday, June 08, 2017 10:35 AM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C); (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thank you for the information (b)(6);(b)(7)(C).

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, June 08, 2017 9:55 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor

Gents –

FYSA re: S1 meeting with SD Mayor in DC next week (6/14). Any information we share with IPL re: prototype, we'll be sure to coordinate with Sector.

Please let us know if you have any questions.

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, June 07, 2017 11:25 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thanks for the context and info, (b)(6);(b)(7)(C). I'll hold for any updated information you can provide after tomorrow's meeting.

The SD Mayor will be in DC next Weds (6/14). I believe he'll just be meeting with S1, likely no CBP participants.

Thanks again for your help.

-(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Wednesday, June 07, 2017 10:59:22 PM
To: (b)(6);(b)(7)(C) | (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b)(6);(b)(7)(C) –

Thank you for the opportunity to review. (b)(6);(b)(7)(C) is correct re: the current prototype schedule. We will validate prototype schedule with the project team and integrated master schedule effort. The two-pager was a draft (b) (5)

If ok with you, I'd like to share the S1 meeting with the San Diego Mayor with the USBP San Diego Sector team handling media inquiries and potential civil disobedience, protestors, etc. during prototype construction for awareness.

Is there a target date for the meeting?

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 07, 2017 6:08 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b)(6);(b)(7)(C),

My 2 cents:

-

-

(b) (5)

Thanks for sharing,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Wednesday, June 7, 2017 5:48 PM

To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >

Subject: Cleared FY17 language for S1 meeting with SD Mayor

(b)(6);(b)(7)(C),

I wanted to check with you on language for a tasker we've been assigned for an S1 meeting with the Mayor of San Diego, specifically, what can be shared re. prototype and FY17 wall-related projects in the SD area. I pulled the language below from the two page document shared for yesterday's call. (b)(6);(b)(7)(C)

(b) (5)

Thanks a lot.

(b) (5)

- (b)(6);(b)(7)(C)

COS, Intergovernmental Public Liaison (IPL)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) ; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: Reporter query on (b) (7)(E) border wall
Date: Friday, March 03, 2017 1:25:02 AM

(b) (5)
.
.

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 02, 2017 3:35 PM
To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: Reporter query on (b) (7)(E) border wall

Thank you (b) (5)

For awareness, I have had conversations with (b)(6);(b)(7)(C), (b)(6);(b)(7)(C), and (b)(6);(b)(7)(C) with regard to the need to develop and implement an outreach strategy for RE and ENV, specifically.

Happy to discuss more if appropriate.

Thanks,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 02, 2017 6:02 PM
To: (b)(6);(b)(7)(C) ; (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
.
Subject: RE: Reporter query on (b) (7)(E) border wall

(b) (5)
.

From: (b)(6);(b)(7)(C)
Sent: Thursday, March 02, 2017 5:52:44 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: FW: Reporter query on (b) (7)(E) border wall

Gents -

(b) (5)
.

Please confirm.

Thank you,

(b)(6);(b)(7)(E)

-----Original Message-----

From: (b) (6) [mailto:(b) (6)]
Sent: Thursday, March 02, 2017 4:25 PM
To: (b)(6);(b)(7)(C) >
Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >; (b) (6) >
Subject: Reporter query on (b) (7)(E) border wall

(b)(6);(b)(7)(E): FYSA.

I just referred reporter (b) (6), KENS-TV CBS Ch. 5, San Antonio, to MediaInquiry@HQ.DHS.GOV per protocol. He said (b) (7)(E) (Texas) neighbors heard rumors that property owners were being contacted regarding the border wall. Wanted to verify what activity was going on there if anything.

(b) (6), Public Affairs Specialist, Fort Worth District, U.S. Army Corps of Engineers Phone (b) (6); BlackBerry: (b) (6) Check these links to learn more:

Continuing Authorities Program (CAP)

Dallas Floodway System

Fort Worth District website

Fort Worth District Facebook

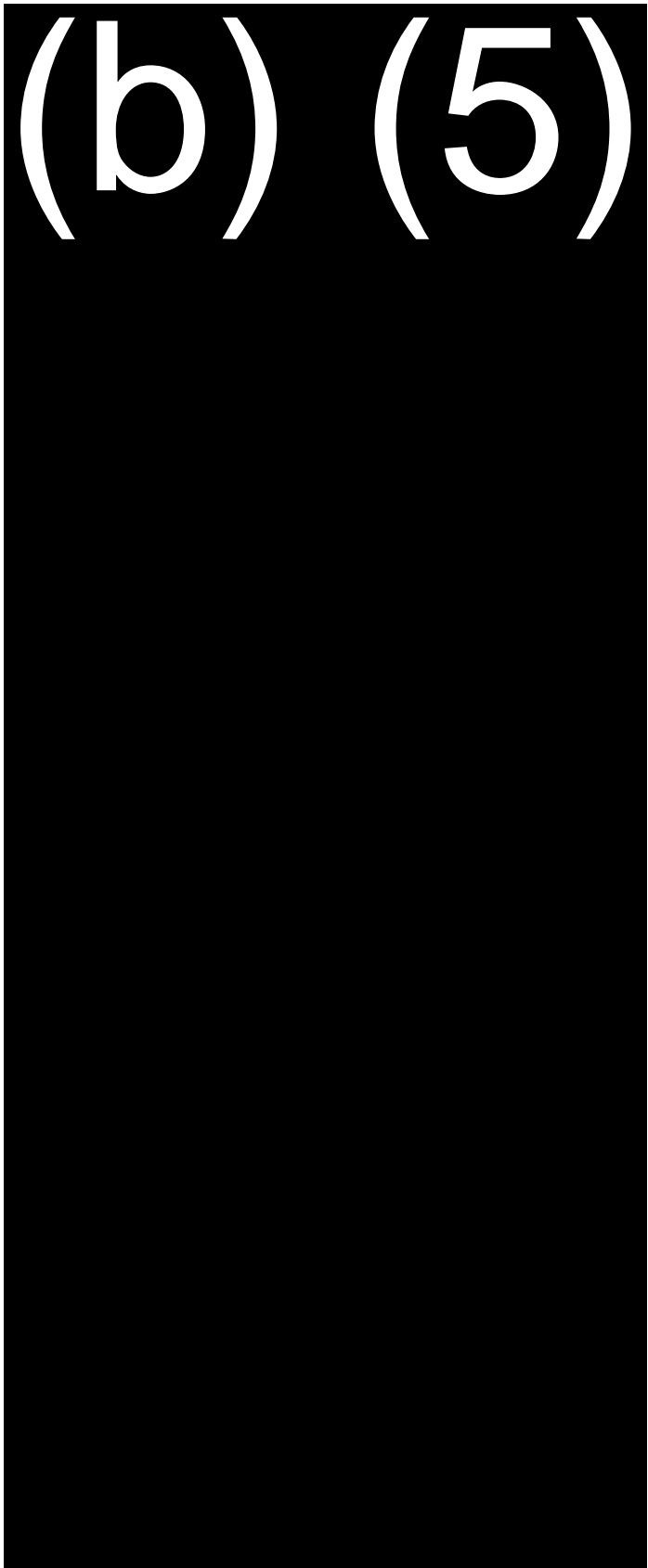
From: (b) (6)
To: (b) (6) | (b)(6);(b)(7)(C) | (b) (6) | (b)(6);(b)(7)(C)
(b)(6);(b)(7)(C) | (b)(6);(b)(7)(C)
Cc: (b) (6) | (b)(6);(b)(7)(C)
Subject: Set agenda for 22 March DOJ/CBP/USACE RE meeting
Date: Tuesday, March 07, 2017 7:03:49 PM
Attachments: [LAND ACQUISITION-#195429-v1-WALL Proposed Topics for Planning Meeting on 3 22 2017.DOCX](#)

Friends,

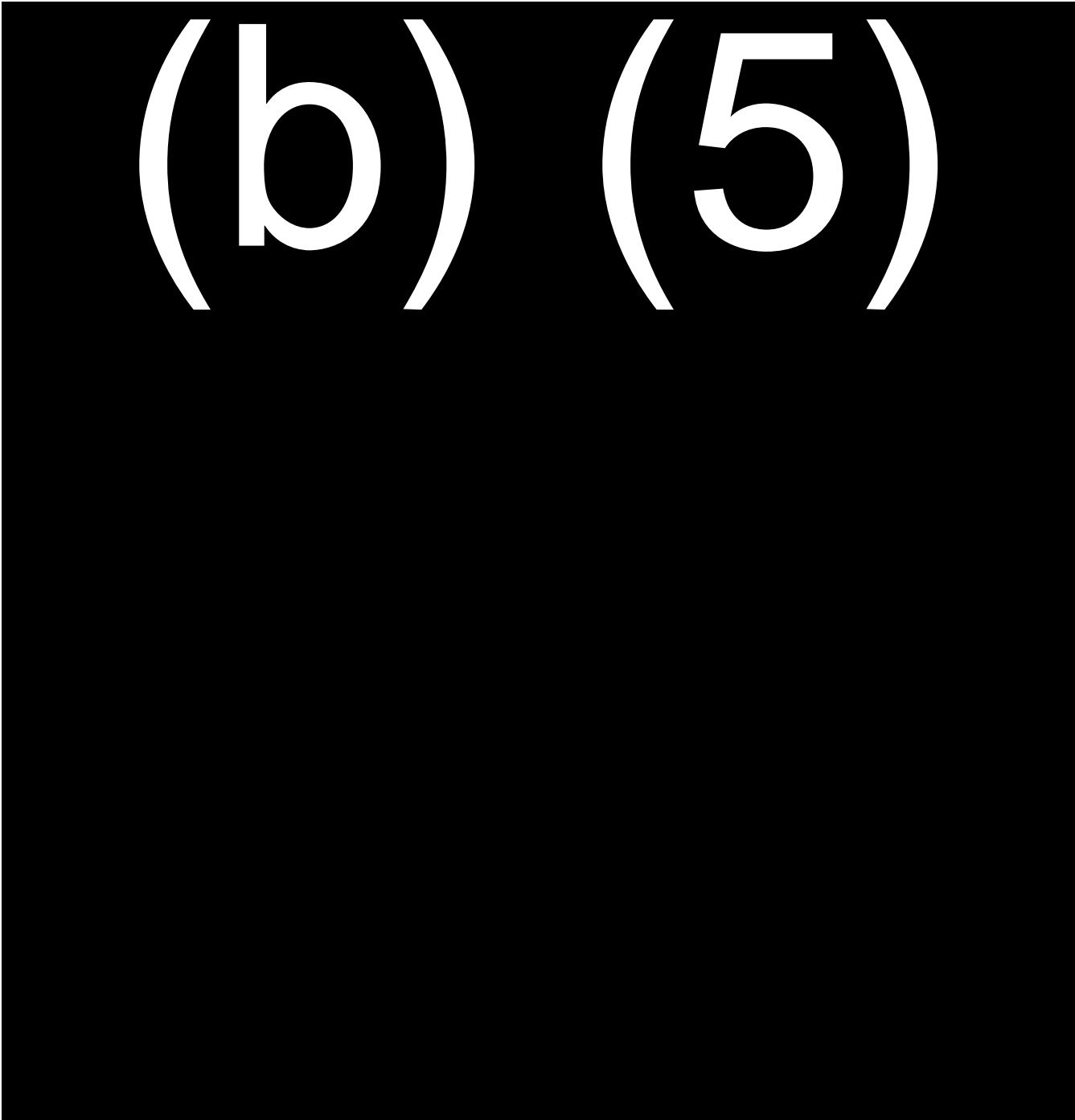
Attached is the draft agenda - big thanks to (b) (6) and (b) (6) for providing a fleshy skeleton. Take a peek, let me know if you want to edit/add something by COB next Tuesday.

(b)(6);(b)(7)(C)

(b) (5)



(b) (5)



From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Cc: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: fence acquisition costs to date
Date: Tuesday, February 28, 2017 12:44:09 PM
Importance: High

Good afternoon –

Please find a draft response for consideration. This is consistent with what we provided the Senate Homeland Security Committee in early February in response to inquiries regarding border wall/fence.

Thanks,

(b)(6);

• (b) (5)
•
•

From: (b)(6);(b)(7)(C)
Sent: Tuesday, February 28, 2017 7:22 AM
To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
>
Cc: (b)(6);(b)(7)(C) >
Subject: RE: fence acquisition costs to date

(b)(6);(b)(7)(C) & (b)(6);(b)(7)(C) – This is yours. Let me know how I can help.

(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Monday, February 27, 2017 8:37 PM
To: (b)(6);(b)(7)(C) >
Subject: FW: fence acquisition costs to date

Is this something with which you can help?

(b)(6);(b)(7)(C)
Director, Media Division
Office of Public Affairs
U.S. Customs and Border Protection

From: (b) (6)
Sent: Monday, February 27, 2017 10:37:25 PM
To: (b)(6);(b)(7)(C)
Subject: fence acquisition costs to date

(b)(6);(b)(7)(C),

Hope you are well. We are looking to confirm a number with CBP. We have sorted through the 400+ condemnation lawsuits filed by DOJ dating to the late 1990s to secure land for fencing along the SWB. Our analysis shows that the government has been ordered to pay at least \$40 million.

Does CBP keep a tally of land acquisition costs, and if so, can you provide that amount?

Thank you.

(b) (6)

--

(b) (6) staff reporter
The Center for Investigative Reporting + Reveal

(b) (6) direct
fax

(b) (6)

[http://www.revealnews.org/author/](http://www.revealnews.org/author/(b) (6)) (b) (6)

<http://revealnews.org/>

PGP: bit.ly/2hN5dM2

(b) (5), (b)(6);(b)(7)(C)



(b) (5), (b)(6);(b)(7)(C), (b) (7)(E)



(b) (5), (b)(6);(b)(7)(C)



From: (b)(6);(b)(7)(C)

Sent: Monday, February 27, 2017 7:19 AM

To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

>

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C), (b) (5)

(b) (5)

From: (b)(6);(b)(7)(C)

Sent: Friday, February 24, 2017 5:38 PM

To: (b)(6);(b)(7)(C) >(b)(6);(b)(7)(C)

>(b)(6);(b)(7)(C)

Subject: RE: 86754_Thompson_Draft_Enclosure (USBP).docx

Revised attached

From: (b)(6);(b)(7)(C)
Sent: Friday, February 24, 2017 4:56 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >
Subject: RE: 86754_Thompson_Draft_Enclosure (USBP).docx
Importance: High

Draft responses attached for review before going to OPA/OCA/OCC

From: (b)(6);(b)(7)(C)
Sent: Friday, February 24, 2017 8:18 AM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>
Subject: 86754_Thompson_Draft_Enclosure (USBP).docx

Let start answering the Wall questions -

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: ROM Estimate for Wall ICE
Date: Friday, April 07, 2017 10:47:12 AM

All,

I can work with that.

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) E (CTR) On Behalf Of (b)(6);(b)(7)(C)
Sent: Friday, April 7, 2017 10:44 AM
To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >;
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C) >
Subject: RE: ROM Estimate for Wall ICE

Good morning,

The best of these dates for (b)(6);(b)(7)(C) is 4/24 anytime from 1-3. If not, he could do 4/25 from 11-12.

Thanks,

(b)(6);(b)(7)(C)
(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Friday, April 07, 2017 9:59 AM
To: (b)(6);(b)(7)(C) > (b)(6);(b)(7)(C)
> (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>
Subject: FW: ROM Estimate for Wall ICE

(b)(6);(b)(7)(C);(b)(6);(b)(7)(C)

Please work the meeting(s) date/time per CAD availability below. Also look at their questions to make sure covered in CEBD and/or discussions.

R
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)
Division Director
Acquisition Policy and Oversight (APO)
Office of Acquisition (OA)/AGO

(b)(6);(b)(7)(C) (office)

(b)(6);(b)(7)(C) (cell)

(b)(6);(b)(7)(C) (fax)

(b)(6);(b)(7)(C)

From: (b) (6)

Sent: Friday, April 07, 2017 8:09 AM

To: (b)(6);(b)(7)(C)

Cc: (b) (6) (b)(6);(b)(7)(C)

>

Subject: RE: ROM Estimate for Wall ICE

(b)(6);(b)(7)(C),

We can do the 17th before 2PM. I'm on travel from 18th-21. Availability for the week of the 24th is below. Let me know what works best and let's put something on the calendar.

Thanks,

(b) (6)

24Apr: 1-3

25Apr: 11-3

26Apr: 8-9

27Apr: 1130-1230

(b) (6)

Director, Cost Analysis Division

Management Directorate

Department of Homeland Security (DHS)

(b) (6) (office)

(b) (6) (mobile)

(b) (6)

[Cost Estimating & Analysis on DHS Connect](#)

From: (b)(6);(b)(7)(C)

Sent: Thursday, April 6, 2017 4:17 PM

To: (b) (6) >

Cc: (b) (6) (b)(6);(b)(7)(C)

>

Subject: RE: ROM Estimate for Wall ICE

(b) (6)

Discussed with

(b)(6);(b)(7)(C)

(b) (5)

(b) (5)

As we discussed (b) (6) is forming the cost team with the program so they can build the CEBD/LCCE. I would say let's start planning for around the week of the 17th/24th to get together with your ICE group to start answering these question and the many other that will come up.

R

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Division Director

Acquisition Policy and Oversight (APO)

Office of Acquisition (OA)/AGO

(b)(6);(b)(7)(C) *(office)*

(b)(6);(b)(7)(C) *(cell)*

(b)(6);(b)(7)(C) *(fax)*

(b)(6);(b)(7)(C)

From: (b) (6)

Sent: Tuesday, April 04, 2017 4:53 PM

To: (b)(6);(b)(7)(C) >

Cc: (b) (6) >

Subject: RE: ROM Estimate for Wall ICE

(b)(6);(b)(7)(C)

Following up on my email from last week we've come up with a list of high level questions for a discussion on the Wall. Have you had an opportunity to talk with (b) (6) on the ICE?

Any availability to talk next Monday on this?

Thanks,

(b) (6)

(b) (5)

(b) (5)

(b) (6)

Director, Cost Analysis Division
Management Directorate
Department of Homeland Security (DHS)

(b) (6) (office)
(b) (6) (mobile)
(b) (6)

Cost Estimating & Analysis on DHS Connect

From: (b) (6)
Sent: Friday, March 31, 2017 2:36:05 PM
To: (b)(6);(b)(7)(C)
Cc: (b) (6)
Subject: ROM Estimate for Wall ICE

(b)(6);(b)(7)(C)

Per our discussion yesterday we did a back of the envelope calculation – please see below for details

(b) (5), (b) (6), (b) (7)(C)

Thanks,
(b) (6)

(b) (6)

Director, Cost Analysis Division
Management Directorate
Department of Homeland Security (DHS)

(b) (6) (office)
(b) (6) (mobile)
(b) (6)

[Cost Estimating & Analysis on DHS Connect](#)

From: (b) (6)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: RE: Presentation to Wall IPT
Date: Monday, February 13, 2017 11:49:41 PM

Copy-thanks

From: (b)(6);(b)(7)(C)
Sent: Monday, February 13, 2017 11:03 PM
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
>
Subject: RE: Presentation to Wall IPT

Yes (b)(6);(b)(7)(C) (b) (5)

(b) (5)

From: (b)(6);(b)(7)(C)
Sent: Monday, February 13, 2017 6:12 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>
Subject: FW: Presentation to Wall IPT

(b)(6);(b)(7)(C)

(b) (5)

(b) (5)

Best,

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Friday, February 10, 2017 10:24 AM

To: FM&E-BPAM-PTT (b) (7)(E) >

Subject: Presentation to Wall IPT

Good morning all and Happy Friday –

FYSA - Please see attached for the deck that is being used today to brief the Wall IPT, chaired by the Deputy Commissioner.

Regards,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Branch Chief, Communications and Workforce Strategy
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
To: (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)
Subject: FW: OIG Priority 1 Final Special Report: Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border (17-053-AUD-CBP)
Date: Wednesday, June 14, 2017 7:15:19 AM
Attachments: [OIG-17-70-SR.pdf](#)
Importance: High

Ha...no, really??

The OIG found that CBP currently faces an aggressive implementation schedule to satisfy its requirements under the President's Executive Order

(b)(6);(b)(7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)
Sent: Tuesday, June 13, 2017 4:18 PM
To: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>; (b)(6);(b)(7)(C) >;
(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)
>
Cc: (b)(6);(b)(7)(C) >
Subject: FW: OIG Priority 1 Final Special Report: Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border (17-053-AUD-CBP)
Importance: High

As mentioned below, attached is the final report, OIG-17-70-SR, "Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border." This is a Department of Homeland Security Office of the Inspector General (DHS OIG), special report regarding the U.S. Customs and Border Protection's (CBP) physical security of the southern border of the United States. This is the first in a series of reports about CBP's physical security of the southern border. This report describes lessons learned from prior DHS-OIG, Government Accountability Office, and Department reports on CBP's Secure Border Initiative (SBI), and other relevant CBP acquisitions related to securing our borders.

The OIG found that CBP currently faces an aggressive implementation schedule to satisfy its requirements under the President's Executive Order. CBP is working on an acquisition plan while simultaneously preparing a solicitation for the design and build of a southern border wall. The OIG stated that CBP must continue to be mindful of the lessons learned related to an aggressively scheduled acquisition in order to protect taxpayer dollars associated with the acquisition of the construction of a southern border wall.

The OIG stated that prior reports (see Appendix A of the report) found that CBP did not have defined and validated operational requirements resulting in unachievable performance. The OIG reported that CBP also lacked a proper acquisition workforce that resulted in missteps, waste, and delays. In addition, the OIG concluded that CBP did not have robust business processes and information systems needed to enable program offices to move forward expeditiously on the tasks of managing to program objectives.

The OIG concluded that although DHS has made much progress, it needs to continue toward a strong central authority and uniform policies and procedures. The OIG reported that most of DHS's major acquisition programs continue to cost more than expected, take longer to deploy than planned, or deliver less capability than promised. The OIG also reported that although its acquisition policy includes best practices, DHS sometimes approves moving forward with major acquisition programs without appropriate internal oversight.

The OIG made no recommendations. As the final report does not contain any recommendations, no further action is required and this review is now considered closed.

***NOTICE:** This is an advance copy that has not been made public by DHS OIG. Please do not distribute without OIG authorization. The projected date for delivery to Congress is June 13, 2017. The projected date for Web posting is June 14, 2017. Actual dates may differ please contact OIG to confirm.

(b)(6);(b)(7)(C)

Branch Chief (A), Communications and Workforce Strategy

Border Patrol & Air and Marine (BPAM)

Program Management Office

Facilities Management & Engineering

Mobile: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C) **On Behalf Of** OFAM Business Operations Program Accountability Executive Support

Sent: Tuesday, June 13, 2017 1:22 PM

To: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Cc: (b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b)(6);(b)(7)(C)

Subject: FW: OIG Priority 1 Final Special Report: Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border (17-053-AUD-CBP)

Good afternoon,

This email serves as an FYI. Please find the attached final report, OIG-17-70. You will find more information below. I have highlighted dates below for your awareness as well. Please share with your Supervisors.

Thank you,

(b)(6);(b)(7)(C)

Communications

Business Operations

Program Accountability Branch

Bayfirst Solutions, LLC

6650 Telecomm Dr. Indianapolis, IN 46278

Work (b)(6);(b)(7)(C)

From: (b)(6);(b)(7)(C)

Sent: Monday, June 12, 2017 5:03 PM

To: PITOTTI, STEPHEN J <(b) (6) (b)(6);(b)(7)(C)>

> (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) USBP-AUDIT-TEAM

<(b) (7)(E) (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

>; OFAM AUDIT PROGRAM MANAGEMENT

<(b) (7)(E) (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; AMO AUDIT

GROUP <(b) (7)(E)

Cc: (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C)

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(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C)

>; LOWRY, KIM M <(b) (6) (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >; (b)(6);(b)(7)(C)

>; (b)(6);(b)(7)(C) >;

(b)(6);(b)(7)(C) >; FLANAGAN, PATRICK S <(b) (6), (b) (7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

Subject: OIG Priority 1 Final Special Report: Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border (17-053-AUD-CBP)

Good afternoon all,

Attached is the final report, OIG-17-70-SR, "Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border." This is a Department of Homeland Security Office of the Inspector General (DHS OIG), special report regarding the U.S. Customs and Border Protection's (CBP) physical security of the southern border of the United States. This is the first in a series of reports about CBP's physical security of the southern border. This report describes lessons learned from prior DHS-OIG, Government Accountability Office, and Department reports on CBP's Secure Border Initiative (SBI), and other relevant CBP acquisitions related to securing our borders.

The OIG found that CBP currently faces an aggressive implementation schedule to satisfy its requirements under the President's Executive Order.

CBP is working on an acquisition plan while simultaneously preparing a solicitation for the design and build of a southern border wall. The OIG stated that CBP must continue to be mindful of the lessons learned related to an aggressively scheduled acquisition in order to protect taxpayer dollars associated with the acquisition of the construction of a southern border wall.

The OIG stated that prior reports (see Appendix A of the report) found that CBP did not have defined and validated operational requirements resulting in unachievable performance. The OIG reported that CBP also lacked a proper acquisition workforce that resulted in missteps, waste, and delays. In addition, the OIG concluded that CBP did not have robust business processes and information systems needed to enable program offices to move forward expeditiously on the tasks of managing to program objectives.

The OIG concluded that although DHS has made much progress, it needs to continue toward a strong central authority and uniform policies and procedures. The OIG reported that most of DHS's major acquisition programs continue to cost more than expected, take longer to deploy than planned, or deliver less capability than promised. The OIG also reported that although its acquisition policy includes best practices, DHS sometimes approves moving forward with major acquisition programs without appropriate internal oversight.

The OIG made no recommendations. As the final report does not contain any recommendations, no further action is required and this review is now considered closed.

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Thank you for the cooperation provided by your office during the course of this review. Please contact me if you have any questions. Thank you.

(b)(6);(b)(7)(C)

CBP Audit Liaison

U.S. Customs and Border Protection

(b)(6);(b)(7)(C) (cell)/**(b)(6);(b)(7)(C)** (office)

(b)(6);(b)(7)(C)

**Special Report:
Lessons Learned from
Prior Reports on CBP's
SBI and Acquisitions
Related to Securing our
Border**





DHS OIG SPECIAL REPORT

Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border

June 12, 2017

Why We Did This Special Report

This is a Department of Homeland Security Office of the Inspector General (DHS OIG), special report regarding the U.S. Customs and Border Protection's (CBP) physical security of the southern border of the United States. This is the first in a series of reports about CBP's physical security of the southern border. This report describes lessons learned from prior DHS-OIG, Government Accountability Office, and Department reports on CBP's Secure Border Initiative (SBI), and other relevant CBP acquisitions related to securing our borders.

What We Recommend

We made no recommendations.

For Further Information:

Contact our Office of Public Affairs at (202) 254-4100, or email us at DHS-OIG.OfficePublicAffairs@oig.dhs.gov

What We Found

CBP currently faces an aggressive implementation schedule to satisfy its requirements under the President's Executive Order. CBP is working on an acquisition plan while simultaneously preparing a solicitation for the design and build of a southern border wall. CBP must continue to be mindful of the lessons learned related to an aggressively scheduled acquisition in order to protect taxpayer dollars associated with the acquisition of the construction of a southern border wall.

Prior reports (see Appendix A) found that CBP did not have defined and validated operational requirements resulting in unachievable performance. CBP also lacked a proper acquisition workforce that resulted in missteps, waste, and delays. In addition, CBP did not have robust business processes and information systems needed to enable program offices to move forward expeditiously on the tasks of managing to program objectives.

Although DHS has made much progress, it needs to continue toward a strong central authority and uniform policies and procedures. Most of DHS's major acquisition programs continue to cost more than expected, take longer to deploy than planned, or deliver less capability than promised. Although its acquisition policy includes best practices, DHS sometimes approves moving forward with major acquisition programs without appropriate internal oversight.



OFFICE OF INSPECTOR GENERAL

Department of Homeland Security

Washington, DC 20528 / www.oig.dhs.gov

June 12, 2017

MEMORANDUM FOR: The Honorable General John F. Kelly
Secretary
Department of Homeland Security

FROM: John Roth 
Inspector General

SUBJECT: Special Report: *Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border*

Attached is our final special report, *Lessons Learned from Prior Reports on CBP's SBI and Acquisitions Related to Securing our Border*. This report was conducted under the *Inspector General Act of 1978*, as amended, Section 2-2, to provide leadership and coordination and recommend policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations.

This report describes lessons learned from prior DHS-OIG, Government Accountability Office, and Department reports on CBP's Secure Border Initiative, and other relevant CBP acquisitions related to securing our borders. We made no recommendations in this report.

We provided a draft report for your comments. We received the Department's response and also received technical comments from CBP. We have included the Department's response as an appendix in this report and incorporated the CBP technical comments as appropriate. Consistent with our responsibility under the *Inspector General Act*, we will provide copies of this report to appropriate congressional committees with oversight and appropriation responsibility over the Department of Homeland Security. We will post a version of the report on our website for public dissemination.

Please call me with any questions, or your staff may contact John V. Kelly, Deputy Inspector General, at (202) 254-4100.

Attachment



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Department of Homeland Security

Background

On January 25, 2017, the President signed Executive Order No.13767 - *Border Security and Immigration Enforcement Improvements*. The Executive Order directed executive departments and agencies to deploy all lawful means to secure the Nation's southern border through the immediate construction of a physical wall, monitored and supported by adequate personnel so as to prevent illegal immigration, drug and human trafficking, and acts of terrorism.

Subsequently, DHS Secretary John F. Kelly issued a memorandum implementing the President's border security and immigration enforcement improvements policies. Specifically, Secretary Kelly instructed U.S. Customs and Border Protection (CBP) to immediately begin planning, design, construction, and maintenance of a wall, along the land border with Mexico, utilizing appropriate materials and technology to most effectively achieve operational control of the border.

According to the Department, CBP has taken immediate action in response to the Executive Order and has identified locations near El Paso, Texas; Tucson, Arizona; and El Centro, California; to build a wall where fencing is no longer effective. U.S. Border Patrol (Border Patrol) is currently conducting an operational assessment to identify priority areas for building a wall or similar physical barrier where none exists.

Border Patrol's operational assessment will address:

- The current state of southern border security;
- All geophysical and topographical aspects of the southern border; and
- The availability of Federal and state resources necessary to achieve operational control of the southern border.

This operational assessment aims to inform DHS's strategy to obtain and maintain operational control of the southern border and is to be completed within 180 days of the announcement of the Executive Order.

On March 17, 2017, CBP released two Requests for Proposal to award Indefinite Delivery Indefinite Quantity (IDIQ) Task Order contracts for the design and construction of wall prototypes with the capacity to issue future task orders for construction along the southwest border. The award amount for each IDIQ shall not exceed \$300 million. The first Request for Proposal is for a solid concrete border wall, and the second is for an "Other Border Wall" incorporating a see-through capability to facilitate situational awareness. CBP's goal is to award a contract by June 12, 2017, and begin construction of four to six prototypes by July 21, 2017.



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Department of Homeland Security

Parallel to the wall construction, CBP reports it will be examining the Concept of Operations for a wall system that includes resources, infrastructure, and technology for the entire southern border. CBP will ensure that the results of this examination are incorporated into relevant, ongoing and future requirement development efforts.

CBP guards nearly 2,000 miles of U.S. land border with Mexico, deterring, detecting, and interdicting illegal entry of people and contraband into the United States while facilitating lawful travel and trade. Currently, there is 654 miles of fencing along the southwest border, consisting of 354 miles of pedestrian fence and 300 miles of vehicle fence. See table 1 for a breakdown of southwest border fencing miles.

Table 1: Southwest Border Fencing Miles

Land Type	Primary Pedestrian Fence Miles	Primary Vehicle Fence Miles
Federal	294	298
Private	60	0
Tribal	0	2
Total	354	300

Source: CBP Facilities Management and Engineering Division

Pedestrian fencing is mostly in urban areas of California, Arizona, and Texas. CBP also erected several miles of fence in the rural areas of the Arizona Yuma Sector. Most of the vehicle barriers along the southwest border are in rural areas where, according to CBP, pedestrian traffic is uncommon or easily detected. These barriers are designed to deny vehicle entry while allowing pedestrians and animals to pass freely. According to CBP, segments that require maintenance or upgrade repairs such as breach and erosion issues are fixed as they are identified.

DHS Acquisition Framework and Lessons Learned From Prior Reports on CBP's Secure Border Initiative

The Department will be making a significant investment to satisfy its requirements under the President's Executive Order. The Department has historically had significant challenges with acquisitions but has taken steps to strengthen department-wide acquisition management, such as establishing an Acquisition Life Cycle Framework (Acquisition Framework) and creating the Office of Program Accountability and Risk Management in 2011.

DHS established the Acquisition Framework to assure consistent and efficient acquisition management, support, review, and approval throughout the



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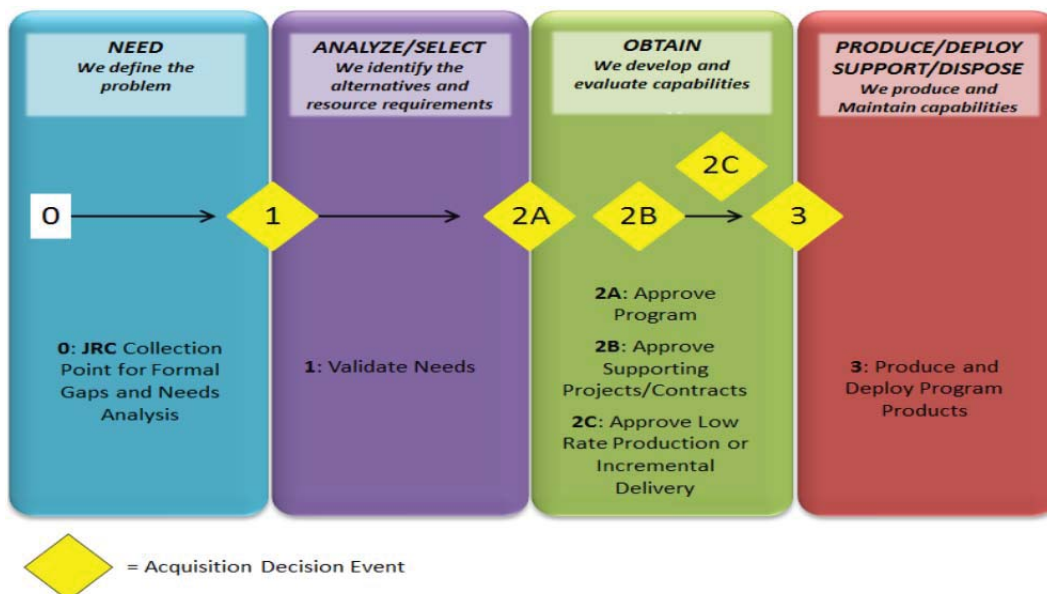
Department. The framework is designed to ensure that acquisitions are stable and well managed; that the program manager has the tools, resources, and flexibility to execute the acquisition; that the product meets user requirements; and that the acquisition complies with applicable statutes, regulations, and policies.

As shown in figure 1, the Acquisition Framework is a 4-phase process that DHS uses to determine whether to proceed with an acquisition:

1. Need – identify the need that the acquisition will address;
2. Analyze/Select – analyze the alternatives to satisfy the need and select the best option;
3. Obtain – develop, test, and evaluate the selected option and determine whether to approve production; and
4. Produce/Deploy/Support/Dispose – produce and deploy the selected option and support it throughout the operational life cycle.

The DHS Acquisition Framework is structured to operate within a series of phases each leading to an Acquisition Decision Event (Decision Event), a predetermined point within an acquisition phase at which the acquisition will undergo a review prior to commencing the next phase. The review is designed to ensure that needs are aligned with DHS's strategic direction, and that upcoming phases are adequately planned.

Figure 1: 4-Phase Acquisition Life Cycle Framework



Source: DHS Acquisition Management Instruction 102-01-001



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Department of Homeland Security

Prior to every decision event, components are required to submit acquisition documents to the Acquisition Review Board, the cross-component board in the Department composed of senior-level decision makers, for review, including:

- **Mission Needs Statement:** Outlines specific functional capabilities required to accomplish the Department's mission and objectives, along with deficiencies and gaps in these capabilities.
- **Capability Development Plan:** Defines how critical knowledge to inform decisions will be obtained, defines the objectives, activities, schedule, and resources for the next phase.
- **Acquisition Plan:** Provides a top-level strategy for future sustainment and support and a recommendation for the acquisition approach and types of acquisition.

Each phase ends with a presentation to the Acquisition Review Board. The Acquisition Review Board determines whether a proposed acquisition meets the requirements of key phases in the Acquisition Framework and is able to proceed to the next phase and eventual full production and deployment. The Acquisition Review Process ensures appropriate implementation of the Acquisition Review Board's decisions.

Strong and clear definitions of operational requirements appropriately focus and stabilize the direction of program plans. Contracts expedited too quickly without proper and meaningful reviews by knowledgeable and experienced DHS staff, in response to aggressive program deadline requirements, may result in higher costs, schedule delays, and failures to accomplish adequate technical or critical mission requirements.

Need Phase

At the time of our review, CBP was in the Need Phase of the Acquisition Framework for a physical wall to secure the southern border. The purpose of this phase is to ensure alignment of needs to strategic DHS direction along with adequate planning and resourcing for upcoming phases. On March 20, 2017, the Acquisition Review Board granted permission to CBP to proceed to Decision Event 1, meaning to validate the need.

CBP submitted to DHS's Joint Requirements Council its Capability Analysis Report (capability analysis), which identified Impedance and Denial¹ as one of

¹ "Impedance and Denial" refers to the capability to impede border incursions and deny the adversary's use of terrain (i.e., land, air, water) for advantage in conducting illegal activity and acts of terrorism. Additionally, Impedance enhances the U.S. Border Patrol's capability to execute its mission essential tasks by increasing adversary vanishing times and giving law enforcement capabilities more time to detect and respond.



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the master capabilities required for operational control of a safe and secure border.

The DHS Joint Requirements Council approved the capabilities analysis but identified additional action items in order to graduate to the Obtain Phase of the acquisition process. Specifically, the Joint Requirements Council requested CBP develop and submit a concept of operations that addresses the following:

- Refine areas from the capability analysis and Mission Needs Statement, including robust description of the as-is capability, a quantification of the gap, measures of operational outcomes, and description of solution approach.
- Identify:
 - A relationship of solution approach with other assets, systems, capabilities, and procedures, including those being addressed as part of the current Domain Awareness Land Surveillance efforts.²
 - How CBP will use the capability in actual operations or business processes, including the
 - Solution approaches outlined in Secretary Kelly's February 17, 2017 memo, and
 - Patrol and access roads along the land border with Mexico to most effectively achieve operational control of the border.
 - How CBP would employ and support the solution approach to meet objectives and fill related capability gaps; and
 - How the solution approach would fulfill user requirements.

To its credit, CBP is in the process of refining its capability needs by issuing its Requests for Proposal for the design and construction of wall prototypes. However, without a foundation of well-defined, validated operational requirements, acquisition programs flounder and often result in wasted effort, the inefficient use of resources, and a system or product that does not achieve the desired result. Prior reports identified that CBP did not have defined and validated operational requirements resulting in unachievable performance.

² Domain Awareness Land Surveillance refers to the ability to continuously detect, identify, classify, and track all border incursions (land, air, maritime, and subterranean) in targeted areas under all weather, terrain, vegetation, and light conditions for providing security-in-depth along the border area.



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For instance, in our audit of the *SBI*net program in 2006,³ we reported that CBP bypassed existing required processes. Key decisions about the scope of the program and the acquisition strategy were made without rigorous review, analysis, or transparency. As a result, CBP awarded a multimillion dollar contract without having laid the foundation to oversee and assess contractor performance and control cost and schedule.⁴

We also identified that although CBP made progress in recognizing the Border Patrol's operational requirements for technology and tactical infrastructure, better documented and defined operational requirements for tactical infrastructure would ensure that border fence construction was linked to resource decisions and mission performance goals.⁵

CBP ultimately terminated *SBI*net in 2011 after expending about \$1 billion. *SBI*net clearly illustrates that poorly defined and documented operational requirements, and failure to adequately plan, results in missed milestones and wasted resources. This further hampers adequate definition of customer needs in the contract solicitation. CBP's missteps with *SBI*net's planning should be a reminder of the importance of proper planning of major acquisitions and that acquisition controls should not be bypassed.

Analyze and Select Phase

The Analyze and Select Phase identifies and explores alternative ways to fill gaps in the Mission Needs Statement with mission effective, suitable, and affordable solutions. It also allows decision makers to select the optimal solution to effectively deliver required capability to users.

This is accomplished with the completion of an Analysis of Alternatives. The Analysis of Alternatives is an analytical comparison (from a high-level cost and performance perspective) of selected solution alternatives for fulfilling the specific capability need. The Analysis of Alternatives explores these alternatives with the goal of identifying the most promising approach to achieve user-required capabilities within practical performance, cost, schedule, and risk boundaries.

³ Secure Border Initiative Net (*SBI*net) is a component of the overall SBI effort intended to improve border control operations, deploying more infrastructure and personnel with modernized technology and tactics.

⁴ OIG-07-07, *Risk Management Advisory for the SBI*net Program Initiation, November 14, 2006

⁵ OIG-09-56, *Progress in Addressing Secure Border Initiative Operational Requirements and Constructing the Southwest Border Fence*, April 15, 2009



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A full life cycle cost estimate is developed during this phase to support the preferred solution. The Acquisition Decision Authority approves the recommendation from the program for the best alternative that provides the required performance at acceptable cost, schedule, and risk.

As previously stated, the Acquisition Review Board approved CBP to progress to Decision Event 1 of the Acquisition Framework. In its approval memorandum, the Acquisition Review Board also granted CBP permission to develop a procurement solution that allows for the purchase and delivery of four to six wall prototypes and possible construction of a larger prototype in Yuma, Arizona, or San Diego, California, to support Alternatives Analysis and to refine its requirements.

CBP reports the wall will be constructed and delivered in segments, as prioritized by CBP, and each segment, succeeding the prototype phase, will be assessed by the Acquisition Review Board to baseline the segment and determine affordability. The DHS Chief Acquisition Officer will be the Acquisition Decision Authority. A limited Alternatives Analysis will be performed that will focus on the prioritization of segments and the technical solution that best supports each segment. Before program approval and identification of cost, schedule, and performance parameters (Decision Events 2A and 2B) each segment will also require:

- Life Cycle Cost Estimate,
- Acquisition Program Baseline,
- Integrated Logistics Support Plan,
- Certification of Funds memorandum,
- Operational Requirements Document, and
- Test and Evaluation Master Plan.

These items are required before each segment delivery.

Prior reports identified that CBP did not have a comprehensive plan for justifying its needs in a timely manner and at a reasonable cost. These reports also identified that CBP did not have an overall strategy for managing its acquisitions along the southwest border.

In 2011, the Government Accountability Office (GAO) reported CBP did not document the analysis justifying the specific types, quantities, and deployment locations of border surveillance technologies proposed in the Arizona Border Surveillance Technology Plan (Plan). In addition, CBP's life cycle cost estimate for the Plan did not sufficiently meet characteristics of a high-quality cost



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estimate, such as credibility, because it did not identify a level of confidence or quantify the impact of risks.⁶

We also reported in 2014, that CBP did not effectively plan employee housing in Ajo, Arizona, and made decisions that resulted in additional costs totaling \$4.6 million. CBP spent about \$680,000 per house and about \$118,000 per mobile home for employee housing in Ajo, which was significantly more than the Ajo average home price of \$86,500. CBP also offered to purchase land in Ajo, Arizona before evaluating the cultural, social, and environmental impact of housing construction as required by Federal law. In doing so, CBP took a risk that, depending on the outcome of the evaluation, it might not be able to build on the land and would possibly have to sell or donate it.⁷

CBP also faced challenges such as land acquisition and environmental requirements which impeded fence construction progress.⁸ According to *National Environmental Policy Act* (42 USC 4321) and other laws involving extensive public and federal agency participation, CBP is required to conduct environmental impact assessments prior to constructing fencing and vehicle barriers unless these requirements are waived by the Secretary of Homeland Security.

Environmental impact assessments determine the potential impacts on a range of issues, including geologic, biological, cultural resources, social and economic profiles, and land use of the area. Section 102(c) of The Illegal Immigration Reform and Immigrant Responsibility Act of 1996, as amended, allows the Secretary to waive legal requirements in order to ensure the expeditious construction of barriers and roads.

In his April 2017 testimony before the United States Senate, Secretary Kelly indicated that CBP is committed to proceeding in an environmentally sensitive manner to build a wall where it makes sense. Environmental, geographical, cultural resources, social, and economic profiles along the border with Mexico could have a significant impact on the costs associated with securing the southwest border. CBP must be mindful that coordinating with other government agencies will require additional time and resources that could impede or delay fence construction progress. These factors make planning the most important phase in the acquisition process. The planning phase is when the efforts of all personnel responsible for an acquisition are coordinated and

⁶ GAO-12-22, *More Information on Plans and Costs Is Needed before Proceeding*, November 4, 2011

⁷ OIG-14-131, *CBP Did Not Effectively Plan and Manage Employee Housing in Ajo, Arizona*, October 6, 2014

⁸ OIG-09-56, *Progress in Addressing Secure Border Initiative Operational Requirements and Constructing the Southwest Border Fence*, April 15, 2009



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integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. It also includes developing the overall strategy for managing the acquisition.

Obtain Phase

The Obtain Phase develops, tests, and evaluates the preferred alternative selected to obtain the capability. The Acquisition Program Baseline is further refined by providing more detail on specific cost, schedule, and performance parameters.

Prior reports have identified that DHS did not effectively manage, plan, and execute SBInet testing. SBInet was intended to cover the entire southwest border with an integrated set of fixed sensor towers. Early in its design, SBInet gave little, if any, consideration to other technologies, as the presumption was that SBInet would handle all technology needs.

In 2010, GAO reported that CBP's test plans, cases, and procedures for component and system qualification tests were not defined in accordance with important elements of relevant guidance. GAO also noted that changes made to system qualification test cases and procedures appeared to be designed to pass the test instead of being designed to qualify the system.⁹ GAO also identified that CBP relaxed the stringency of performance capabilities to the point that system performance would have been deemed acceptable if it identified less than 50 percent of items of interest that cross the border, resulting in a system that was unlikely to live up to expectations.¹⁰

DHS had also not tested the individual system components to be deployed to the initial locations, even though the contractor initiated integration testing of these components with other system components and subsystems. Because of this issue, there was an increased risk that SBInet may not have performed as intended.¹¹

Over time, DHS advised CBP to conduct an Analysis of Alternatives of SBInet. As a result, CBP's analysis identified that proven, commercially available systems could fill critical gaps in capability and that the original SBInet plans did not fill those gaps. CBP proposed diverting SBInet funding to a new border

⁹ GAO-10-158, *Secure Border Initiative: DHS Needs to Address Testing and Performance Limitations That Place Key Technology Program at Risk*, January 29, 2010

¹⁰ GAO-10-340, *DHS Needs to Reconsider Its Proposed Investment in Key Technology Program*, May 5, 2010

¹¹ GAO-08-1086, *Secure Border Initiative: DHS Needs to Address Significant Risks in Delivering Key Technology Investment*, September 22, 2008



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security technology plan for Arizona, and eventually the remainder of the border.

In March 2014, GAO reported that CBP's Test and Evaluation Master Plan¹² only described testing to determine the Integrated Fixed Tower's¹³ mission contribution but did not include testing operational effectiveness and suitability, which specifically identifies how effective and reliable a system is in meeting its operational requirements in its intended environment. Revising the Test and Evaluation Master Plan to include more robust testing to determine operational effectiveness and suitability could have better positioned CBP to evaluate Integrated Fixed Tower capabilities before moving to full production for the system. Also, it could have helped provide CBP with information on the extent to which the towers satisfy the Border Patrol's user requirements and helped reduce potential program risks.¹⁴

Without strong and clear definitions of operational requirements related to a physical wall along 2,000 miles of border, CBP may not properly focus and stabilize the direction of the acquisition. Prior reports identified that CBP did not have defined and validated operational requirements resulting in unachievable performance. Failure to adequately plan may result in poorly defined and documented requirements, further hampering adequate definition and evaluation of needs.

Produce/Deploy/Support/Dispose Phase

Based on successful completion of required documents, the Acquisition Decision Authority may authorize initiation of the Produce/Deploy/Support/Dispose Phase of the acquisition program at Decision Event 3. This phase produces and maintains capabilities to meet the needs identified for the acquisition program.

Prior reports have shown that although CBP has implemented many new programs to address border security issues, it has struggled to develop measures of effectiveness. CBP also has had trouble ensuring it has enough staff to adequately manage programs and contractors. If this struggle persists CBP could have challenges in adequately overseeing acquisitions, building

¹² The Test and Evaluation Master Plan is important because it describes the strategy for conducting developmental and operational testing to evaluate a system's technical performance, including its operational effectiveness and suitability.

¹³ The Integrated Fixed Tower consists of towers with, among other things, ground surveillance radars and surveillance cameras mounted on fixed towers.

¹⁴ GAO-14-368, *Arizona Border Surveillance Technology Plan: Additional Actions Needed to Strengthen Management and Assess Effectiveness*, March 3, 2014



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metrics into program planning and management, and collecting reliable and complete data for cost estimating and program performance.

For example, in June 2009, we identified that CBP had not established adequate controls and effective oversight of contract workers responsible for providing SBI program support services. Contract personnel made up more than 50 percent of the SBI workforce, and CBP had not clearly distinguished between roles and responsibilities that were appropriate for contractors and those that must be performed by government employees.¹⁵

The low number of government personnel to oversee contractor activities increased the SBI program office's risk that program cost and schedule could not be adequately managed. Consequently, the SBI program office's ability to ensure that both current and future program goals were accomplished was reduced. In our June 2010 report, we found that CBP program officials did not ensure that contractors maintained up-to-date information in the primary management tool designed to provide managers with advance information regarding potential cost overruns and program progress.¹⁶

Similarly, in October 2010, GAO reported that CBP did not ensure its contractor had effectively implemented earned value management. Earned value management is a proven management approach for understanding program status and identifying early warning signs of impending schedule delays and cost overruns. CBP regularly received incomplete and anomalous earned value management data from the SBI^{net} prime contractor, which it had to rely on to measure progress and project the time and cost to complete the program.¹⁷

In our review of CBP's use of Unmanned Aircraft Systems program we reported that CBP had not developed performance measures to prove the program was effective. Although CBP anticipated increased apprehensions of illegal border crossers, a reduction in border surveillance costs, and improvement in the Border Patrol's efficiency, the report found little or no evidence that CBP met those program expectations. The report concluded that CBP invested significant funds in a program that did not achieve the expected results, and could not demonstrate how much the program has improved border security.¹⁸

¹⁵ OIG-09-80, *Better Oversight Needed of Support Services Contractors in Secure Border Initiative Programs*, June 17, 2009

¹⁶ OIG-10-96, *Controls Over SBI^{net} Program Cost Schedule Could Be Improved*, June 16, 2010

¹⁷ GAO-11-6, *Secure Border Initiative: DHS Needs to Strengthen Management and Oversight of Its Prime Contractor* October 18, 2010

¹⁸ OIG-15-17, *U.S. Customs and Border Protection's Unmanned Aircraft System Program Does Not Achieve Intended Results or Recognize All Costs of Operations*, December 24, 2014



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Because CBP lacks strong well-defined operational requirements and an overall strategy framework for securing the 2,000 miles of border, CBP may not properly focus and stabilize the direction of the acquisition.¹⁹

Conclusion

Acquisition planning is one of the most important phases in the acquisition process. It is the process by which all efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. It also includes developing the overall strategy for managing the acquisition. Failure to adequately plan may result in missed milestones and poorly defined and documented requirements. This further hampers adequate definition of customer needs in the contract solicitation.

CBP currently faces an aggressive implementation schedule as it did with SBI and *SBI*net, though CBP officials we met with stated they understand the value of pre-solicitation activities. CBP is working on an acquisition plan while simultaneously preparing a solicitation for the design and build of a southern border wall. CBP must continue to be mindful of the lessons learned about an aggressively scheduled acquisition in order to protect taxpayer dollars associated with the acquisition of the construction of a southern border wall.

OIG Analysis of Management Comments

We obtained written comments on a draft of this report from the Director of the Departmental GAO-OIG Liaison Office. We have included a copy of the comments in their entirety in appendix C. In its comments, DHS concurred with our conclusion and stated it believes that based on the lessons it learned from *SBI*net, DHS is better positioned to face the challenges in satisfying the requirements of Executive Order 13767.

¹⁹ OIG-17-39, *CBP's Border Security Efforts – An Analysis of Southwest Border Security Between the Ports of Entry*, February 27, 2017
www.oig.dhs.gov



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Scope and Methodology

On January 25, 2017, the President signed Executive Order No.13767 - *Border Security and Immigration Enforcement Improvements* directing executive departments and agencies to deploy all lawful means to secure the Nation's southern border through the immediate construction of a physical wall, monitored and supported by adequate personnel so as to prevent illegal immigration, drug and human trafficking, and acts of terrorism.

Due to the impact on the Department and CBP, the objective of this review was to identify lessons learned from prior Office of Inspector General (OIG), GAO, and Department reports on CBP's Secure Border Initiative that began in 2005 and ended in 2011. We also reviewed other relevant CBP acquisition audit reports related to securing our borders.

To accomplish our objective, we reviewed the Secretary's February 20, 2017 memorandum – *Implementing the President's Border Security and Immigration Enforcement Improvements Policies*. We reviewed prior OIG, GAO, and Department reports on CBP's Secure Border Initiative. We also reviewed other relevant CBP acquisition audit reports related to securing our borders. Additionally, to identify lessons learned we reviewed Homeland Security Studies and Analysis Institute's *SBI-net Analysis of Alternatives Report*. We also contacted the Department's Joint Requirements Council and the Office of Program Accountability and Risk Management to formulate an understanding on where CBP was in the Acquisition Life Cycle Framework.

This is the first in a series of reports about CBP's physical security of the southern border. This report was conducted under the *Inspector General Act of 1978*, as amended, Section 2-2, to provide leadership and coordination and recommend policies for activities designed to promote economy, efficiency, and effectiveness in the administration of, and to prevent and detect fraud and abuse in, such programs and operations. Our review focused on identifying Acquisition Life Cycle challenges identified through prior DHS OIG and GAO reports and internal DHS documents associated with constructing a physical barrier along the southern border. The work performed in this review does not constitute an audit in accordance with generally accepted government auditing standards.

The Office of Audits major contributors to this report are: Maureen Duddy, Deputy Assistant Inspector General for Audits; Carolyn Hicks, Acquisitions Director; Paul Exarchos, Audit Manager; Jeff Mun, Auditor-in-charge; Corneliu Buzesan, Program Analyst, Steffanie Moore, Program Analyst, Roger Thoet, Auditor; Ellen Gallagher, Communications Analyst; and Frank Lucas, Independent Referencer.



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Appendix A

Prior DHS OIG Reports on CBP's Secure Border Initiative, and Other Relevant CBP Acquisitions Related to Securing our Borders:

DHS OIG reports can be found under the "Reports" tab at <http://www.oig.dhs.gov/>

- *Risk Management Advisory for the SBInet Program Initiation* (OIG-07-07, November 2006), https://www.oig.dhs.gov/assets/Mgmt/OIG_07-07_Nov06.pdf
- *Progress in Addressing Secure Border Initiative Operational Requirements and Constructing the Southwest Border Fence* (OIG-09-56, April 2009), https://www.oig.dhs.gov/assets/Mgmt/OIG_09-56_Apr09.pdf
- *Better Oversight Needed of Support Services Contractors in Secure Border Initiative Programs* (OIG-09-80, June 2009), https://www.oig.dhs.gov/assets/Mgmt/OIG_09-80_Jun09.pdf
- *CBP's Construction of Border Patrol Facilities and Acquisition of Vehicles* (OIG-09-91, July 2009), https://www.oig.dhs.gov/assets/Mgmt/OIG_09-91_Jul09.pdf
- *Controls Over SBInet Program Cost Schedule Could Be Improved* (OIG-10-96, June 2010), https://www.oig.dhs.gov/assets/Mgmt/OIG_10-96_Jun10.pdf
- *U.S. Customs and Border Protection's Management of the Purchase and Storage of Steel in Support of the Secure Border Initiative* (OIG-12-05, November 2011), https://www.oig.dhs.gov/assets/Mgmt/OIG_12-05_Nov11.pdf
- *CBP's Strategy to Address Illicit Cross-Border Tunnels* (OIG-12-132, September 2012), https://www.oig.dhs.gov/assets/Mgmt/2012/OIG_12-132_Sep12.pdf
- *CBP Did Not Effectively Plan and Manage Employee Housing in Ajo, Arizona* (OIG-14-131, October 2014), https://www.oig.dhs.gov/assets/Mgmt/2014/OIG_14-131_Oct14.pdf



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- *U.S. Customs and Border Protection's Unmanned Aircraft System Program Does Not Achieve Intended Results or Recognize All Costs of Operations* (OIG-15-17, December 2014),
https://www.oig.dhs.gov/assets/Mgmt/2015/OIG_15-17_Dec14.pdf
- *CBP's Border Security Efforts – An Analysis of Southwest Border Security Between the Ports of Entry* (OIG-17-39, February 2017),
<https://www.oig.dhs.gov/assets/Mgmt/2017/OIG-17-39-Feb17.pdf>

Prior GAO Reports on CBP's Secure Border Initiative and Other Relevant CBP Acquisitions Related to Securing our Borders:

- *Secure Border Initiative: DHS Needs to Address Significant Risks in Delivering Key Technology Investment* (GAO-08-1086, September 2008),
<http://www.gao.gov/assets/290/281239.pdf>
- *Secure Border Initiative: Technology Deployment Delays Persist and the Impact of Border Fencing Has Not Been Assessed* (GAO-09-896, September 2009), <http://www.gao.gov/assets/300/294982.pdf>
- *Secure Border Initiative: DHS Needs to Address Testing and Performance Limitations That Place Key Technology Program at Risk* (GAO-10-158, January 2010), <http://www.gao.gov/assets/310/300562.pdf>
- *Secure Border Initiative: DHS Needs to Reconsider Its Proposed Investment in Key Technology Program* (GAO-10-340, May 2010),
<http://www.gao.gov/assets/310/304036.pdf>
- *Secure Border Initiative: DHS Needs to Strengthen Management and Oversight of Its Prime Contractor* (GAO-11-6, October 2010),
<http://www.gao.gov/assets/320/311431.pdf>
- *Secure Border Initiative: Controls over Contractor Payments for the Technology Component Need Improvement* (GAO-11-68, May 2011),
<http://www.gao.gov/assets/320/318871.pdf>
- *Arizona Border Surveillance Technology: More Information on Plans and Costs Is Needed before Proceeding* (GAO-12-22, November 2011),
<http://www.gao.gov/assets/590/586102.pdf>



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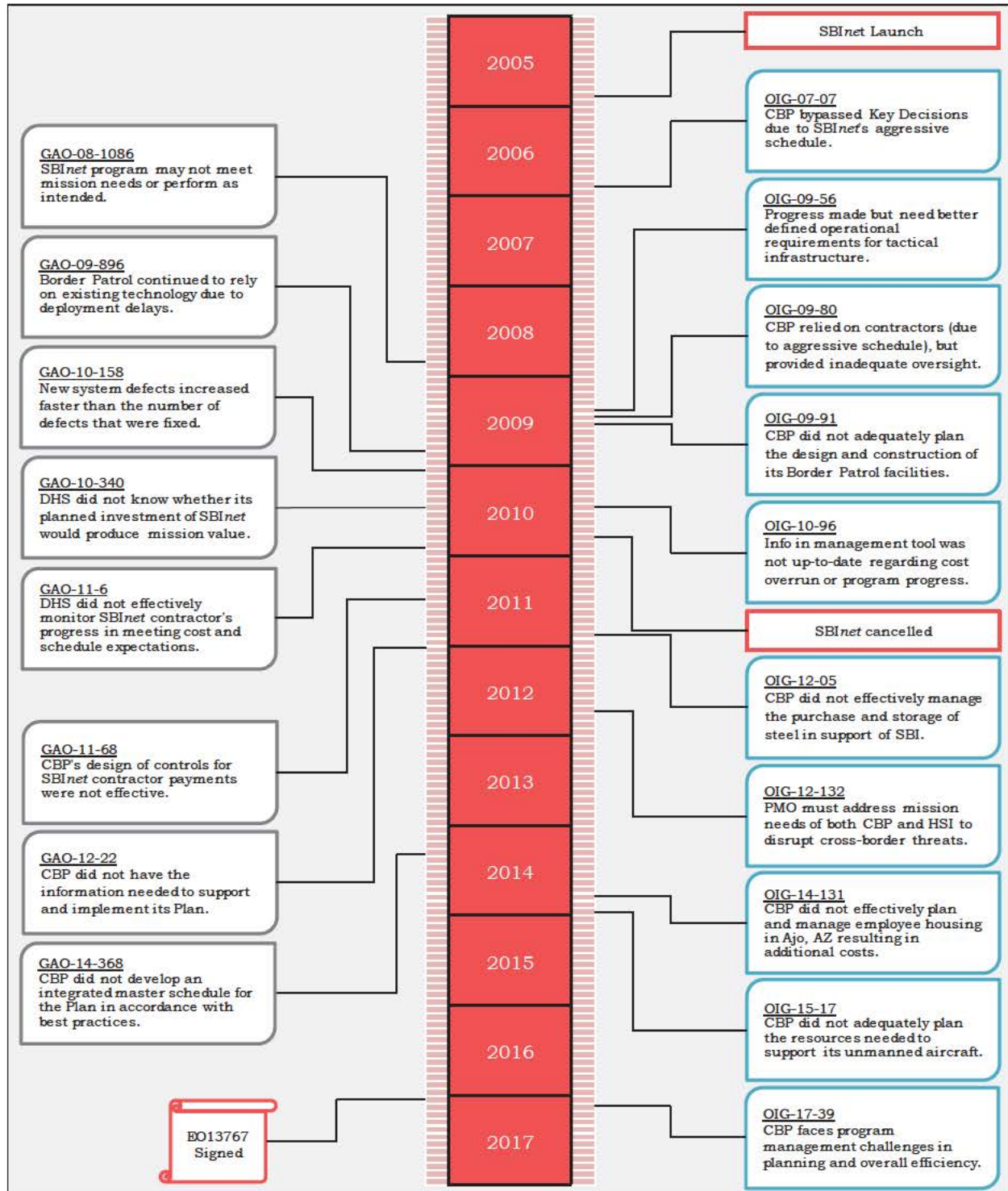
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- *Arizona Border Surveillance Technology Plan: Additional Actions Needed to Strengthen Management and Assess Effectiveness* (GAO-14-368, March 2014), <http://www.gao.gov/assets/670/661297.pdf>



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Appendix B
Timeline of Prior Reports





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Appendix C
Management Comments to the Draft Report


U.S. Department of Homeland Security
Washington, DC 20528



**Homeland
Security**

May 19, 2017

MEMORANDUM FOR: John Roth
Inspector General

FROM: Jim H. Crumacker, CIA, CFE
Director
Departmental GAO-OIG Liaison Office 

SUBJECT: Management's Response to OIG Draft Report: "Special Report:
Lessons Learned from Prior Reports on CBP's SBI and
Acquisitions Related to Securing our Border"
(Project No. 17-053-AUD-CBP)

Thank you for the opportunity to review and comment on this draft report. The U.S. Department of Homeland Security (DHS) appreciates the work of the Office of Inspector General (OIG) in planning and conducting its review and issuing this draft report.

In the acquisition and deployment of border security technology, DHS is committed to ensuring that investments are effective and that procurement processes are efficient, transparent, and compliant with federal law and DHS policy. As with all our programs, operations, and activities, we welcome oversight and embrace our responsibility as stewards of American taxpayer resources.

DHS has made great strides in more formally structuring its major programs and acquisition process due, in part, to the implementation of 85 percent of the prior U.S. Government Accountability Office and OIG recommendations outlined in this draft report. We believe we have greatly improved the acquisition planning, management, and execution process and that these improvements will help facilitate the effective and efficient implementation of Executive Order (EO) No. 13767, "Border Security and Immigration Enforcement Improvements."

The draft report highlights the importance of disciplined acquisition governance and decision-making, with which we agree. In fact, with respect to the Wall Program, CBP has already initiated the DHS acquisition governance process and intends to continue to execute the program in accordance with DHS major program and acquisition oversight policy. As noted in the report, CBP completed the activities for Acquisition Decision Event 1 (ADE-1), including prior coordination with the Joint Requirements Council, and is continuing with appropriate activities as they approach the follow-on ADEs: analyze and select, obtain, and produce/deploy/support/dispose.

It is important to note that the DHS acquisition governance process allows for tailoring as appropriate to the nature of the effort and the risk. The process is not an inflexible and arbitrary bureaucratic one. Instead, it is one that ensures key analysis is completed, risks are identified,



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and senior leaders make explicit decisions using adequate knowledge. The goal is not necessarily to eliminate all risk, but rather to ensure that the acceptance of risk is recognized. DHS appreciates OIG's recognition of the challenges the Department faces in satisfying the requirements of EO 13767. The Department is prepared for this challenge and better positioned now for success largely because of the lessons learned from *SBI*net.

Despite an aggressive schedule and intense pressure to quickly yield results, DHS is committed to following sound acquisition practices and is focused on deliberative analysis to support its plans. At the same time, DHS is working on the solicitation for the design and build of a Southern Border wall, program officials are developing the acquisition program plan and documents that will support appropriate governance and oversight while protecting the taxpayers' investment and ensure the best possible solutions are implemented in a timely manner and at a reasonable cost.

DHS agrees with the OIG's conclusion that planning is the most important step in the acquisition process. Based on the lessons learned from *SBI*net, the Department has strengthened the implementation of acquisition management within CBP and other Components. Specifically, DHS has made improvements in program staffing needs; advancing a well-trained and a certified workforce; developing key acquisition documents; identifying risks and preparing mitigation plans to address those risks; developing comprehensive plans for managing acquisitions; and the oversight of the acquisition programs.

While there is always more work to be done and areas for improvement, DHS has made significant strides to improve acquisition planning, management, and execution. These efforts have produced more effective governance and significant improvements to current and future acquisitions. The Wall Program will be the beneficiary of these improved acquisition processes. DHS has most assuredly come a long way from its *SBI*net days. CBP will continue to work with its DHS management partners to improve oversight; develop its acquisition workforce; and improve the quality, timeliness, and transparency of CBP contracting processes. Recent activities for the Wall Program include standing-up an Executive Steering Committee with stakeholders from DHS and CBP to oversee the governance process and holding the first Acquisition Review Board that approved the mission need and plan to move towards a program of record.

Again, thank you for the opportunity to review and comment on this draft report. Technical comments were previously provided under separate cover. Please feel free to contact me if you have any questions. We look forward to working with you again in the future.



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Appendix D

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